

January 19, 1981

FROM: Ad hoc Governance Committee

TO: ~~Council members~~ *All Faculty*

SUBJECT: Three Steps Toward a Revision of the Faculty Bylaws

The steps below represent a systematic approach to presenting the Faculty with a choice between two types of governance: (a) a committee system similar to the one suggested in the Report of the College Planning Committee, and (b) a modified Senate. Attached are two appendices, one a set of proposed amendments to be placed on the agenda of the February Faculty meeting and the other an outline of revisions needed to make the Bylaws reflect each of the systems of governance mentioned above.

In reading this report you will need to have a copy of the Bylaws at hand. Please notice that the most recent issue of the Bylaws does not include the amendments passed last year, which changed some of the evaluation procedures listed in Article X.

Step 1. February Faculty Meeting: Formal Division of the College Faculty into Four School Faculties

The amendments to Articles II and III of the Bylaws (see Appendix I) should be voted on at the Winter Term meeting. Prior to that meeting, perhaps on Wednesday, January 28, a colloquium should be held for the purpose of explaining this initial step in the revision of the Bylaws. The proposed amendments reflect the current division of the College Faculty into four School Faculties. The professional librarians met with the Ad hoc Committee last fall and presented a position paper in which they agreed to accept membership in the College Faculty rather than in any one School Faculty, thus removing one of the serious objections to the proposed new system of governance. Article II, Section 2, F, reflects the librarians' wish to have a non-voting liaison representative at meetings of the four School Faculties.

At the January colloquium the Ad hoc Committee would also like to begin discussions of the choice between the proposed system of councils and committees and a modified version of the current system, in which the Faculty delegates its authority to the Senate. The outline provided in Appendix II could be used to demonstrate the basic differences in the two plans.

Step 2. Special Meeting of the Faculty in Early March: Abolition of the Senate and adoption of Amendments to establish major councils.

Prior to this special meeting the Faculty should have ample time to consider proposed amendments to Articles I, III, IV, V, VI, VII, VIII, IX. These amendments would be written in accord with Plan A in

Appendix II. The first vote to be taken at the meeting would determine whether Article III, Section 5, Delegation of Authority to the Senate, would be deleted. Should that amendment pass, it would be with the understanding that it not take effect until the end of this academic year, thus allowing the current Senate and Standing Committees to function until a new system is in place. If the Faculty votes to abolish the Senate, the other amendments could be considered in order, beginning with Article I. The President of the Faculty should also direct each School to proceed with developing its own committee structure. For the School of Arts and Sciences, the Council members might wish to act on behalf of the Faculty or might prefer to have the Faculty elect a committee for the purpose of designing a committee system appropriate to its needs. The Ad hoc Committee members would be available to serve as resource persons.

Should the Faculty vote not to abolish the Senate, most of the other amendments become irrelevant, since they deal with deleting references to the Senate and creating new Councils. It might be possible to vote on Article VIII, Officers of the Administration, which would specify the titles and duties of newly created administrative positions, such as Vice-President for Development and Dean of the College, but only if those descriptions can be written without reference to the Senate and remain accurate with the Senate in existence.

Step 3. Special Meeting of the College Faculty or the four School Faculties in early April.

The outcome of the March meeting will determine whether the April meeting is a full Faculty meeting for the purpose of voting on amendments to modify the Senate and Standing Committees or whether each Faculty meets separately in April.

If the Faculty votes to abolish the Senate and accepts most of the other amendments presented in March, each School Faculty should have an April meeting to pass provisional guidelines for the standing committees it wishes to have in place during the academic year 1981-82. Each committee created shall have the responsibility of preparing a statement concerning its membership, responsibilities, and duties. Each School Faculty should decide on the degree of autonomy it wishes to grant to the committees and agree upon the means by which committees should report their decisions and actions to the Faculty. The Ad hoc Committee suggests that all information concerning committees be compiled in a Handbook on Committees, Policies and Procedures, rather than in the Faculty Bylaws.

If the Faculty votes to retain the Senate, the April meeting would be the appropriate time to present a series of amendments designed to modify the Senate, the Council, and the Standing Committees. These amendments should be written by the Council, and distributed well in advance of the April meeting. The Plan B section of Appendix II could be used as a guideline for writing the necessary amendments.

If the preceding three steps are carried out, the Faculty should have at least the broad outlines of its governance system in place by April. The appropriate elections can take place in May.

The Council may wish to propose minor amendments to Article X—Faculty Evaluation at the May meeting, but that Article should remain essentially unchanged in order to conform to AAUP guidelines.

The Ad hoc Committee suggests that Article XI—Faculty-Student Relationships not be revised until a new Dean of the College is hired, since he or she is the person most likely to have good ideas for revising the Student Court and the Faculty Appeals Board.

APPENDIX I

Proposed Amendments to the Rollins Faculty Bylaws

Article II. Faculty—Membership and Suffrage

Insert: The title "Section 1" before the first paragraph.

Change: Sections 1 through 6 to Parts A through F.

Add: Section 2. For administrative purposes the Rollins Faculty is divided into four School Faculties: The Arts and Sciences Faculty, the Crummer Graduate Business Faculty, the Continuing Education Faculty, and the Education and Human Development Faculty. The following shall comprise the Faculty of each School, shall have the right to attend the School's faculty meetings, and unless otherwise specified in these Bylaws, shall possess all the usual rights and privileges accorded faculty members.

- A. Teachers serving full time under academic appointments in the School at the rank of instructor or above; and administrative personnel of like rank.
- B. Administrative and executive officers with faculty rank in the School. These officers shall not acquire faculty tenure by virtue of their administrative offices.
- C. Athletic coaches with faculty rank in the School.
- D. Teachers appointed to part-time positions shall have the right to attend faculty meetings but shall not have the right to vote.
- E. Teachers serving in full time off-campus positions on an annual contract who are teaching regularly scheduled classes as a part of the School's curriculum for which credit is given toward a degree shall be considered voting members of the School Faculty.
- F. A librarian with faculty rank shall be designated by the Library Faculty to the School's faculty meetings for the purpose of liaison, but shall not have the right to vote.

Article III. Faculty Responsibilities, Rights and Duties

Section 1. Academic Authority and Responsibility

Delete: Everything following "enrolled in"

Substitute: "Its four Schools and in the Patrick Air Force Base Branch. Each Faculty shall be responsible for the proper functioning of sound academic procedures within its School.

Delete: Parts A through D.

Substitute:

- A. Each Faculty shall prescribe the qualifications for admission of students to the School and to all its programs of instruction.
- B. Each Faculty shall be responsible for devising and approving a curriculum of studies for its instructional programs.
- C. Each Faculty shall establish sound academic requirements for the pursuit of these studies.
- D. Each Faculty shall prescribe the attainments requisite for graduation in its programs and shall nominate and recommend to the Board of Trustees candidates for all degrees and for all other diplomas to be issued on the satisfactory completion of courses of study.

Article III, Section 3. The College Calendars

Change: "The" to "A" before the word Faculty in both sentences.

Insert: "its" before the word "Commencement" in the last sentence.

Article III, Section 4. Election of Committees.

Delete: entire sentence

Substitute: The Rollins Faculty and the four School Faculties shall elect such committees as are deemed necessary to carry out their responsibilities and shall have the right to delegate some of their authority to those committees.

APPENDIX II

The two columns below outline the revisions which would need to be made in the Bylaws once the Faculty has chosen whether to institute a new governance structure or to retain the Senate and modify it to reflect the recent division of the College Faculty into four Faculties

<u>Bylaws Article</u>	<u>Plan A—New Structure</u>	<u>Plan B—Modified Senate</u>
Article I. General Governance	Delete reference to Senate	No change
Article II. Faculty Membership & Suffrage	Revise according to amendments in Appendix I, thus creating four Faculties within the College Faculty. Librarians are part of general Faculty but not affiliated with any individual Faculty.	Same as Plan A
Article III. Faculty Responsibilities, Rights & Duties	Change "The Faculty" to "Each Faculty" in Section I, Parts A through D. See proposed amendment in Appendix I. Delete reference to the Senate in Sections 2,5,6	Same as Plan A, but retain reference to Senate
Article IV. Meetings of the Faculty	Add that each of the four Faculties shall schedule regular meetings during the fall and spring terms.	No change, unless a change in the definition of a quorum is desired.
Article V. Officers of the Faculty	Arrange for each Faculty to elect a Chair or Presiding Officer who will represent that Faculty on one or more of the College Councils	Stipulate that the Vice-President is also President-elect. The President serves one year only and is replaced by the Vice-President. The Secretary serves two years. <u>One</u> at-large member serves two years. Terms are staggered so that one year we elect a President-elect and a Secretary. The next we elect a President-elect & a at-large member. Parliamentarian is appointed by the Council.

<u>Bylaws Article</u>	<u>Plan A—New Structure</u>	<u>Plan B—Modified Senate</u>
Article VI. The Senate	<p>Delete description of Senate. Substitute a description of the Council on Administration and Campus Services. (If the Faculty approves of combining these two Councils.)</p> <p>Review the duties of the Council of the Senate and include some of them in the duties of the newly created one. For instance, Article VII, Section 1, Parts B,C,G,H. Also retain the judicial procedure stated in Article VII, Section 2, Part C.</p>	<p>Revise membership. Substitute Dean of the College for Vice-Provost. Add Dean of Crummer, Dean of Education and Human Development. Add representation from the other School Faculties.</p>
Article VII. The Council	<p>Delete description of the Council of the Senate. Substitute description of the Council on Budget Policy. Specify its membership, responsibilities, duties.</p> <p>Retain from the description of the Council of the Senate Section 1, Part I, (2), (3). In Part I (2) change "various heads of departments" to "Deans of the Schools." In Part I (3) change from "with the advice of the Deans and the Professional Development Committee (or its successor)."</p>	<p>Change representation so that there are two at-large members elected from the School of Arts & Sciences and one representative each from the other School Faculties. Perhaps include other administrators such as Dean of the Faculty and Vice-President for Development.</p> <p>Terms of office of the Faculty members should be staggered</p>
Article VIII. Officers of the Administration.	<p>Insert new Article VIII which would describe the Council on Educational Policy.</p>	<p>Revise titles and descriptions to fit the current administrative structure of the College.</p>
Article IX. Committees	<p>Delete description of Committees and change Article IX to "Officers of the Administration."</p> <p>Revise titles and descriptions to fit the current administrative structure of the College.</p>	<p>Revise membership of Standing Committees to provide representation of the four School Faculties on the appropriate committees.</p>

Bylaws Article

Plan A—New Structure

Plan B—Modified
Senate

Article X. Faculty
Evaluation

Remains essentially the same in order to conform to AAUP guidelines. Faculty should decide whether CWEC will be for all Schools. Change "Department Head" to "Department Chair" throughout.

Same as for Plan A.

MEMORANDUM

ROLLINS COLLEGE

FROM: Ad hoc Governance Committee DATE - 1/22/81
TO: All Faculty
SUBJECT: Colloquium to Discuss Amendments to the Bylaws

On Wednesday, January 28 at 3:00 p.m. in the Faculty Club there will be a colloquium to discuss proposed amendments to the Bylaws.

You will soon receive through campus mail a copy of the amendments and a three-step proposal for revising the governance structure of the College.

Dr. Roland J.B. Goddu
3 February 1981

Proposed Amendment to the Amendment of the Rollins Faculty By-laws to be discussed on February 16, 1981.

AMEND: Appendix I, Section 2, Item D - by Adding:

...unless granted specific rights by vote of the school faculty as a whole.

RATIONALE:

There are instances where a faculty chooses to offer individuals specific rank and privileges because of the eminent scholarship or competence of that individual and because of the wisdom and experience that individual can bring to faculty deliberations. Some of these individuals are not interested in full-time employment status, yet they are concerned that some voting rights within a particular faculty are appropriate. It also should be possible that persons on full-time in one faculty be offered faculty status in another faculty; again, voting rights and privileges should be specified by the host faculty.

The extent of these rights should be voted on by the host school faculty in each instance.

Did not pass

FACULTY BYLAWS
OF
ROLLINS COLLEGE

TABLE OF CONTENTS

Article	I	General Governance
Article	II	Faculty Membership and Suffrage
Article	III	Faculty Responsibilities, Rights and Duties
Article	IV	Meetings of the Faculty
Article	V	Council on Administration and Budget
Article	VI	Council on Academic Policies and Standards
Article	VII	Officers of Administration
Article	VIII	Faculty Evaluation
Article	IX	Method of Amending Bylaws
Article	X	Authority

ARTICLE I

GENERAL GOVERNANCE

Section 1.

As stated in the Trustee Bylaws, the Faculty may adopt for its own government such principles and bylaws as shall seem desirable to promote efficiency and to facilitate its work, provided, however, that all such bylaws and principles shall be subject to the rules, regulations, and requirements as set forth by the Board of Trustees or from time to time as changed by such Board, and provided further that such bylaws and principles set forth by the Faculty shall not be in violation of the constitution or bylaws of this corporation or any law of the State of Florida. The records of the Faculty's deliberations and minutes of its meetings shall be open for inspection.

Section 2.

The standards set forth by the American Association of University Professors as published in AAUP Policy Documents and Reports, 1977 edition, when not in conflict with the College Charter, Trustee Bylaws, and these Bylaws, shall be binding on matters of academic freedom, appointments, tenure, faculty responsibility and accountability.

ARTICLE II

FACULTY

MEMBERSHIP AND SUFFRAGE

Section 1.

The following shall comprise the Faculty of Rollins College, shall have the right to attend faculty meetings, to vote on all matters pertaining to the Faculty, and unless otherwise specified in these Bylaws, shall possess all the usual rights and privileges accorded faculty members:

- A. Teachers serving full-time under academic appointments at the rank of instructor and above; and administrative personnel of like rank.
- B. Librarians of faculty rank.
- C. Athletic coaches of faculty rank.
- D. Administrative and executive officers of the College with faculty rank. These officers shall not acquire faculty tenure by virtue of their administrative or executive offices.
- E. Teachers appointed to part-time positions shall have the right to attend faculty meetings but shall not have the right to vote.

- F. Teachers serving in full-time off-campus positions on an annual contract who are teaching regularly scheduled classes as a part of the Rollins curriculum for which credit is given toward a degree shall be considered voting members of the Faculty.

Section 2.

For administrative purpose the Rollins Faculty is divided into three School Faculties: The Arts & Sciences Faculty, The Crummer Graduate Business Faculty, and The Education and Human Development Faculty. The following shall comprise the Faculty of each School, shall have the right to attend the School's faculty meetings, and unless otherwise specified in these Bylaws, shall possess all the usual rights and privileges accorded faculty members.

- A. Teachers serving full-time under academic appointments in the School at the rank of instructor or above; and administrative personnel of like rank.
- B. Administrative and executive officers with faculty rank in the School. These officers shall not acquire faculty tenure by virtue of their administrative offices.
- C. Athletic coaches with faculty rank in the School.
- D. Teachers serving in full-time off-campus positions on an annual contract who are teaching regularly scheduled classes as a part of the School's curriculum for which credit is given toward a degree shall be considered voting members of the School Faculty.
- E. A librarian with faculty rank shall be designated by the Library Faculty to attend the School's faculty meetings for the purpose of liaison, but shall not have the right to vote.

ARTICLE III

FACULTY RESPONSIBILITIES, RIGHTS AND DUTIES

Section 1. Academic Authority and Responsibility

Under the authority vested in the Faculty by the Board of Trustees, the Faculty shall be responsible for providing a program of instruction of high quality for the students of Rollins College, including those enrolled in its three Schools and in the Patrick Air Force Base Branch. Each Faculty shall be responsible for the proper functioning of sound academic procedures within its School.

- A. Each Faculty shall prescribe the qualifications for admission of students to the School and to all its programs of instruction.
- B. Each Faculty shall be responsible for devising and approving a curriculum of studies for its instructional programs.

- C. Each Faculty shall establish sound academic requirements for the pursuit of these studies.
- D. Each Faculty shall prescribe the attainments requisite for graduation in its programs and shall nominate and recommend to the Board of Trustees candidates for all degrees and for all other diplomas to be issued on the satisfactory completion of courses of study.

Section 2. Co-curricular Authority and Responsibility

- A. The Faculty shall promote the welfare of those under instruction and shall have the responsibility for the maintenance of good order and discipline within the student body. Recognizing the desire of students to participate responsibly in their own government, the Faculty provides students the opportunity to enhance their education outside of the classroom by governing themselves according to the governance documents of the Rollins Student Associations.
- B. The Rollins Student Associations may adopt for their own government such constitutions, bylaws, and codes of conduct as they shall deem desirable to promote efficiency and facilitate their work, provided, however, that such documents shall be subject to the rules, regulations, and requirements set forth by the Faculty and shall not be in violation of the Rollins Faculty Bylaws, the Charter or Bylaws of Rollins College, or any law of the State of Florida. The records of the Rollins Student Associations and minutes of all meetings shall be open for inspection.

Section 3. The College Calendars

A Faculty shall fix the calendars for its academic programs. Commencement, the day of conferring degrees, shall be during the last week of May or the first week of June. A Faculty may recommend at any time to the Executive Committee of the Board of Trustees a change in the time of a commencement.

Section 4. Election of Committees

The Rollins Faculty and the three School Faculties shall elect such committees as are deemed necessary to carry out their responsibilities and shall have the right to delegate some of their authority to those committees.

Section 5. Final Authority

The final authority in all matters coming within the jurisdiction of the Faculty shall rest in the Faculty. The final authority of the Faculty is subject to the following regulations:

- A. The President of the College has the power of veto. If the President vetoes a measure passed by the Rollins Faculty, he/she shall present his/her reasons to the Faculty.
- B. Should any measure so vetoed be reconsidered and passed again by the Faculty, enforcement of the measure shall stand suspended until decided by the Board of Trustees.

- C. When the Board of Trustees is required to consider a measure, the Chair of the Council on Administration and Budget shall request the Faculty to elect three representatives who shall be charged with presenting the Faculty's views to the Board.
- D. The Executive Committee of the Board of Trustees, exercising its customary powers of acting for the Board between regular meetings, shall be requested by the President of the College or by the Chair of the Council on Administration and Budget to meet as soon as practicable.

ARTICLE IV

MEETINGS OF THE FACULTY

Regular and special meetings of the Rollins Faculty are attended by the Faculty as defined in Article II, Section 1. Administrative officers without faculty rank may attend meetings but shall not have the right to vote. Student representatives may attend meetings to observe the proceedings or make reports if they have the permission of the presiding officer.

Section 1. Regular Meetings

There shall be a regular meeting of the Rollins Faculty prior to the October, February and May meetings of the Board of Trustees.

Section 2. Special Meetings

Special meetings of the Faculty may be called by the President of the College, or in his/her absence, by the Provost. A special Faculty meeting shall be called by the President as soon as practicable upon receipt of a written petition signed by one-third of the Faculty or upon receipt of a written request from a majority of the elected members of either the Council on Administration and Budget or the Council on Academic Policies and Standards.

Section 3. Quorum

A quorum for a meeting of the Rollins Faculty shall consist of a simple majority of the voting members of the Faculty for any given term.

Section 4. Rules of Order

Robert's Rules of Order, when not in conflict with these Bylaws, shall be used as authority for the conduct of meetings of the Faculty and its Councils. At its meetings, the Faculty is served by a parliamentarian appointed for a term of three years by the Council on Administration and Budget.

ARTICLE V

COUNCIL ON ADMINISTRATION AND BUDGET

Section 1. Membership

The membership of the Council shall consist of the President of the College, the Provost,

the Vice-President for Business and Finance, the Vice-President for Development and College Relations, four elected members from the School of Arts & Sciences Faculty, one elected member from each of the other School Faculties and one elected member from the Library.

Section 2. Terms of Office

The elected members of the Council shall serve three-year terms. Their terms of office shall be staggered so that approximately one-third of the elected membership changes each year.

Section 3. Responsibilities and Duties

The Council consults on matters relating to the general administrative policies of Rollins College and on matters relating to the College budget.

- A. The Council reviews the structure of administrative responsibilities and advises on the establishment of new administrative positions and the elimination of unnecessary ones. The Council advises on the evaluation and professional development of administrators.
- B. The Council advises on policies relating to important services of the College such as, but not restricted to, the administrative computing and data processing services, central word-processing service, bookstore, food service, campus safety, physical plant, purchasing, and personnel.
- C. The Council participates in short and long range planning and recommends priorities regarding institutional research.
- D. The Council advises on priorities in funding on-going programs and operations, including faculty compensation, and advises on funding capital projects.
- E. The Council sets the agenda for and convenes all regular meetings of the Rollins Faculty. The Council appoints a parliamentarian for a three-year term of office.
- F. The Council acts as a nominating committee for all elected positions to both Councils or may delegate to a School the responsibility of nominating candidates for election to vacant positions.
- G. The Council has the responsibility, should any question of meaning arise, to interpret these Bylaws, the actions of the Councils or the actions of the Faculty subject to the restrictions set down in Article III, Section 5 of these Bylaws.

Section 4. Vacancies

Should a vacancy occur among the elected members of the Council, the body represented by the retiring member shall fill the vacancy at its next regular meeting.

Section 5. Procedures

Each year the Council shall elect a Chair from among its elected Faculty representatives. The Chair of the Council or his/her designate shall also chair meetings of the Rollins Faculty. The Council shall elect from among its members a Secretary who shall also

serve as Secretary for all meetings of the Rollins Faculty. Minutes of all meetings of the Council shall be kept as shall minutes of all meetings of the Faculty. The President of the College shall call the first meeting of the Council each academic year and shall establish a schedule of regular Council meetings.

Section 6. Authority

The Chair of the Council on Administrative and Budget policy shall report to the Rollins Faculty any important decisions on deliberations, and the Chair shall file an annual written report in the Office of the President. Unless otherwise stated in these bylaws, the Council shall determine its own procedures.

ARTICLE VI

COUNCIL ON ACADEMIC POLICIES AND STANDARDS

Section 1. Membership

The membership shall consist of the Provost, four elected representatives from the School of Arts & Sciences, one elected representative from each of the other Schools, and one elected representative from the Library.

Section 2. Terms of Office

The elected members of the Council shall serve three-year terms. Their terms of office shall be staggered so that approximately one-third of the elected membership changes each year.

Section 3. Duties and Responsibilities

The Council shall advise the Provost and the Rollins Faculty on matters relating to the general educational policies of the College. It shall advise on the consonance of all programs with the mission of the institution.

- A. A Task Force on Library Policy, composed of some Council members plus other faculty and officers of the administration, meets with the Director of Libraries to advise on matters of library policy and recommend on the allocation of the purchasing budget among the Schools and their academic programs.
- B. A Task Force on Computer Services, composed of some Council members plus other faculty and officers of the administration, meets with the Director of Computer Services and advises on matters of academic computer service policy.
- C. A Task Force on Faculty Research, composed of some Council members plus other faculty and officers of the administration, meets with the Provost to determine policies, procedures and budgets affecting faculty research.
- D. The Council members, with the exception of the Provost, serve as a college-wide evaluation committee as described in Article VIII, Section 4, paragraph E.

- E. The Council shall act as a judicial body, under procedures outlined in the AAUP Policy Documents and Reports, when serious or recurring complaints are brought against a member of the Faculty. The Council shall recommend action to the President of the College. When the Council is called upon to act as a judicial body any council member may ask to be excused from the proceedings for personal reasons. No more than two faculty members of the Council may be excused from the judicial body by request of the subject(s) of the judicial proceedings. All excused Council members are to be replaced by alternates elected by the bodies which they represent. The Provost participates in judicial sessions as a non-voting member.

Section 4. Vacancies

Should a faculty vacancy occur, the body represented by the retiring member shall fill the vacancy at its next meeting.

Section 5. Procedures

The Council shall elect a Chair from among its elected faculty representatives. A Secretary elected by the Council from among its members shall keep minutes of the meetings. The Provost shall be responsible for calling the first meeting of the academic year and for establishing a schedule of meetings for the full Council. The Chair of the Council shall call meetings of the college-wide evaluation committee.

Section 6. Authority

Either the Provost or the Chair of the Council shall report to the Rollins Faculty any important decisions or deliberations and the Chair shall submit an annual written report to be kept on file in the Office of the Provost. Unless otherwise stated in the Bylaws, the Council shall determine its own procedures.

ARTICLE VII

OFFICERS OF ADMINISTRATION

(This Article is to be revised and amended by the Faculty during the fall of 1982-83.)

ARTICLE VIII

FACULTY EVALUATION

Section 1. Faculty Evaluation Committees

A. Duties, Powers, and Responsibilities

- (1) Every member of the faculty shall be subject to review by an evaluation committee, which shall be responsible for assisting in the professional development of each member of the faculty. The Committee shall meet at least annually for the evaluation of non-tenured faculty.

Tenured faculty shall be subject to a periodic evaluation as described in Section 5. Additional evaluation of tenured faculty members may be requested by the Provost, by the Dean of the School or Director of the Libraries, by a majority of the committee members, or by the faculty member to be evaluated.

- (2) Each Faculty Evaluation Committee shall make recommendations according to procedures outlined in Section 4 on matters relating to faculty reappointment, promotion, tenure and merit salary increases. Recommendations for improving professional effectiveness shall be made directly to the faculty member evaluated.

B. Membership

Each evaluation committee shall consist of at least four faculty members. One member, who shall be appointed by the Provost from a list of at least three nominees prepared by the department or school, shall be from outside the candidate's school or division whichever applies. Each school faculty shall be responsible for the composition and selection procedures for the remainder of the evaluation committee in keeping with guidelines established by AAUP Policy Documents and Reports.

Section 2. Authority

A. Faculty Appointments

- (1) All faculty appointments shall be made by the President upon recommendation of the Provost and the Dean of the School or Director of Libraries in which the appointment is to be made. The Dean or Director shall not recommend the appointment of anyone of whom a majority of the members of the appointee's department or school (whichever applies) disapproves.
- (2) If a new appointment must be made when a majority of the members of the department or school cannot be consulted, the dean or director may recommend no more than a one-year term appointment.

B. Terms of Appointment

The terms and conditions of every appointment to the faculty will be stated or confirmed in writing, and a copy of the appointment document will be supplied to the faculty member. Any subsequent extensions or modifications of an appointment, and any special understandings, will be stated or confirmed in writing and a copy will be given to the faculty member.

Except for faculty members who have tenure status, every person with a teaching or research appointment of any kind will be informed each year in writing of his/her appointment and of all matters relative to his/her eligibility for the acquisition of tenure.

C. Faculty Reappointments and Tenure

- (1) Reappointments shall be made by the President only with the approval of a majority of the members of the evaluation committee and after review by the Provost and the appropriate Dean or Director. All appointments and reappointments made during a faculty member's probationary period are terminal appointments for not more than three years.
- (2) The probationary period for tenure for faculty members shall not be less than four years nor more than seven years, unless the candidate has had at least four years full time teaching at other senior college level institutions. In the latter case, the probationary period shall be not less than three years nor more than four years, even if the total full-time service in the profession thereby exceeds seven years; the terms of such extension will be stated in writing at the time of initial appointment. Scholarly leave of absence for one year or less will count as part of the probationary period as if it were prior service at another institution, unless the individual and the institution agree in writing to an exception to this provision at the time the leave is granted.
- (3) Tenure may not be awarded or denied until the candidate has completed the minimum probationary period. The faculty member shall only be considered for tenure upon his/her request and upon submission of documentation supporting his/her request. The Board of Trustees, upon recommendation by the President, may grant exceptions to the minimum duration of the probationary period, but only in unusual circumstances. Appointment to tenure shall be made by the Board of Trustees only after the President and a majority of the evaluation committee have so recommended.

D. Faculty Promotions and Salary Determinations

- (1) The evaluation committees, the Provost, and the appropriate Dean or Director shall review faculty rank of both tenured and non-tenured faculty, and shall make recommendations concerning promotions to the President. Promotions in faculty rank up to and including associate professor shall be made by the President of the College; promotion to the rank of professor shall be made by the Board of Trustees and upon the recommendation of the President.
- (2) Each school shall develop criteria and procedures for recommendations concerning merit increases to the President. The President shall determine faculty salaries on an annual basis.

E. Retirement

- (1) Prior to July 1, 1982, normal and mandatory retirement is defined as the last day of the academic year in which age 65 is attained. Effective July 1, 1982, normal retirement age is defined as the last day of the academic year in which age 65 is attained. Mandatory retirement is effective the last day of the academic year in

which age 70 is attained. A faculty member may be retained beyond this age, on annual appointment at the discretion of the President after consultation with the Provost and with the approval of a majority of members of the appropriate department. Exceptions to these requirements may be granted by the Board of Trustees upon recommendation by the President and with prior approval of the Provost and a majority of the appropriate department.

- (2) When a faculty member is eligible for retirement, he/she shall be notified by September 1 of the previous year whether he/she is to be retired or receive annual appointment. He/she shall be so notified by the President after consultation as described in (1).

Section 3. Criteria for Evaluation

A. General Criteria

Each school shall develop criteria for faculty reappointment, promotion, granting of tenure, and merit salary increases. They shall be used whenever possible as guidelines to determine whether a faculty member's work and professional contribution have been consonant with the requirements or expectations assumed contractually when joining the faculty, or afterward; the expected performance of normal work load activities; and the expected assumption of responsibilities in addition to the normal work load. In all evaluations, teaching effectiveness shall take precedence over all other criteria. Where possible this criterion shall be partially evaluated by use of anonymous student forms. Other criteria shall include advising; professional adjustment; committee work; research, writing, publication, and performance; professional advancement; professional societies; honors; community service and public relations; significant program development; and other faculty activity. Given a variety of duties and services performed by the faculty, all stated criteria, other than teaching effectiveness, may not apply to each person or may not apply in the same order of importance for each faculty member. Each school shall determine how these criteria shall be defined, measured, and applied in faculty evaluation. Definitions and procedures shall be enumerated in school by-laws; standards of measurement must be submitted for approval to the Council on Academic Policies and Standards as set forth in Section 4 E.

B. Specific Criteria for Promotion

It is the expressed intent of College policy that no promotion, except as provided below for instructors who receive the terminal degree, is to be regarded as automatic, but that it must be earned by merit demonstrated by all applicable activities. Promotions in rank shall be made in accord with the criteria described below.

1. Promotion to Assistant Professor

For persons employed at the initial rank of instructor pending attainment of the terminal degree promotion to the rank of assistant professor will be automatic upon their receiving the terminal degree provided they meet all other criteria for reappointment.

Instructors who have not received the doctorate or the terminal degree in the appropriate field may be promoted to assistant professor only if the evaluation committee and the Dean or Director conclude that all

criteria for reappointment have been met and that the individual's continued employment is justified by exceptional conditions, such as the following:

- (a) The individual's contribution to the College has been outstanding:
- (b) If applicable, progress on the terminal degree is significant enough so that this degree will be awarded within a year.

2. Promotion to Associate Professor

Persons holding the rank of assistant professor may apply for promotion to the rank of associate professor after a minimum of four (4) years full-time teaching in a senior institution at the assistant professor level, of which at least two (2) years have been at this institution.

If the Dean or Director and the evaluation committee believe that the individual's contribution to the College, professional growth and potential warrant the promotion, then upon their recommendations to the President and the concurrence of the Provost, the promotion may be granted. Only in exceptional cases will promotion to the rank of associate professor be considered for individuals not holding the terminal degree in the appropriate field or not having completed the minimum number of years. These exceptional cases will be determined by each department of the College or other school faculty in consultation with the appropriate Dean or Director.

3. Promotion to Professor

Faculty members with the terminal degree in the appropriate field holding the rank of associate professor may apply for promotion to professor, after a minimum of five (5) years full-time experience in a senior institution at the rank of associate professor, of which at least three (3) years have been at this institution. The Board of Trustees, upon recommendation by the President, may waive these minimum durations, but only in exceptional circumstances.

For promotion to the rank of professor, the individual must receive the recommendations of the evaluation committee, the Dean or Director, and the Provost to the President; and the President's recommendation to the Board of Trustees. The criteria for such promotions shall be the same as those for reappointment and tenure, with the additional stipulation that the candidate has earned the distinction of the rank of professor by means of scholarly publication or comparable professional achievement, as defined by each school's by-laws.

Associate Professors who have fulfilled the other criteria for promotion, but who have not distinguished themselves by scholarly publication, may, in exceptional cases, be recommended for promotion to Professor if the evaluation committee concludes that the promotion is justified because the individual's contribution to the college, especially in teaching, has been outstanding.

Section 4. Procedures

- A. Each school shall establish by-laws which provide for appropriate procedures for faculty evaluation for reappointment, tenure, and promotion. Among other provisions, each school should require the Dean or Director to supply the committee with all pertinent information regarding candidates. The chairman of the committee shall be charged with soliciting information and recommendations from various sources such as faculty members and students within the school or department. The candidate shall be required to provide a statement of professional accomplishments and plans relevant to the evaluation.
- B. (1) Evaluation committees shall prepare a report and recommendations which must be submitted to the appropriate Dean or Director by February 1 on first reappointment, by October 15 on second reappointment, and by April 1 of the preceding year on third and subsequent reappointments. At this time, all recommendations concerning decisions of reappointment, promotion, and the granting of tenure must be submitted to the appropriate Dean or Director.
- (2) The Dean or Director must review the evaluation and if he/she concurs forward said recommendation to the Provost by February 15 on first reappointment, by November 15 on second reappointment, and by May 1 of the preceding year on third and subsequent reappointments. Recommendations for promotion to any rank other than Professor shall come under the May 1 deadline. The Dean or Director shall forward by May 1 recommendations for tenure or promotion to Professor to the Council on Academic Policies and Standards as outlined in paragraph E below. If the Dean or Director dissents from the recommendation of the Evaluation Committee, he/she must indicate said dissent in writing and must meet with the Evaluation Committee to discuss said dissent within 7 days for a first reappointment and 14 days for a second and subsequent reappointments.
- C. The Provost shall submit the recommendations of the School together with his/her recommendations to the President of the College in time for the President to reply by the deadlines set forth in paragraph D. If the Provost does not concur with the recommendation of the School, he/she must state the grounds of said dissent in detail in writing and must meet with the Dean or Director and Evaluation Committee according to the procedure of the School, within 7 days for first reappointments and 14 days for the second and subsequent reappointments.
- D. The President shall notify each candidate of reappointment or non-reappointment during the probationary period. Regardless of the stated term or other provisions of any appointments, written notice that a probationary appointment is not to be renewed will be given to a faculty member in advance of the appointment expiration, as follows:
- (1) Not later than March 1 of the first academic year of service if the appointment expires at the end of that year; or if a one-year appointment terminates during an academic year, at least three months in advance of its termination:

(2) Not later than December 15 of the second academic year of service if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination:

(3) At least twelve months before the expiration of an appointment after two or more years of service at the institution.

Notice of non-appointment to tenure shall be in writing by September 1 of the final probationary year. In all cases failure to notify a candidate by these dates shall constitute automatic reappointment for one year.

The institution will normally notify faculty members in writing of the terms and conditions of their renewals by March 15, but in no case will such information be given later than April 15.

- E. Recommendations for tenure and promotion to Professor shall be submitted to the Council on Academic Policies and Standards by May of the calendar year prior to appropriate action.

Meeting without the Provost, the C.A.P.S. serves as a college-wide evaluation committee which reviews evaluation procedures and recommendations to determine whether a candidate for tenure or promotion to Professor has met the evaluation criteria specified by his/her colleagues. No member of the C.A.P.S. may participate in the review of recommendations made by evaluation committees of which he/she is a member.

The C.A.P.S. shall require each School to submit for its approval a statement of evaluation criteria and standards. These statements should not conflict with the general criteria stated in Article VIII but should specify the nature, quantity and recency of "Research, Writing, Publication and Performance" -- set forth in each school's by-laws -- deemed sufficient to justify recommending tenure or promotion to Professor. Statements may also include criteria specific to a particular discipline and therefore not mentioned in the general criteria.

The C.A.P.S. shall send its report to the Provost by May 22. Notification shall be made to each candidate at that time.

The Provost shall submit these recommendations together with his/her recommendations to the President of the College by June 15.

- F. (1) Any candidate may appeal the final recommendations of the evaluation committees to the Faculty Evaluation Review Committee within fifteen days after receipt of the final evaluation report. This committee shall consist of four faculty members elected at large from a list of nominees prepared by the Council on Academic Policies and Standards at the Fall Term faculty meeting. Additional nominees may be made from the floor. Members of the Faculty Evaluation Review Committee shall serve staggered terms of two years. The faculty

shall also elect two faculty members to serve as alternate members of the Faculty Evaluation Review Committee. The alternate members shall replace any regular member who may resign before the expiration of the two year term.

(2) No member of the Faculty Evaluation Review Committee may participate in an appeal action concerning an evaluation committee to which the member belonged or an appeal from the member's own department. In such cases, the member must resign and be replaced by an alternate until the appeal has been concluded. Should more than two members or alternate members resign, the Faculty shall hold a special election to fill the vacancies.

(3) The Review Committee shall examine the procedures which were followed in the evaluation process to determine if they were in keeping with the by-laws of the school of the candidate, these by-laws, and the standards established in AAUP Policy Documents and Reports, 1977 edition. It is not within the purview of the Review Committee to examine the substantive questions raised in the evaluation process which must reside within the candidate's own evaluation committee. The Review Committee shall then send its recommendations along with those of the evaluation committee to the President. A copy of the recommendations of the Review Committee must be presented to the candidate by February 1, or, in the case of first appointment, by February 15.

(4) Any candidate may appeal the decision of the President to the Faculty Evaluation Review Committee, which, in turn, will report its deliberations to the President who shall reconsider the initial decision in light of the recommendations of the Review Committee. In a case involving disagreement between the candidate's evaluation committee and the President, the Review Committee may consider both procedural and substantive questions in its recommendations to the President.

Section 5. Evaluation of Tenured Faculty

Faculty Evaluation Committees are charged with the responsibilities of encouraging improved teaching and continued professional growth for all members of the faculty. In keeping with this obligation, each school must specify in their by-laws periodic evaluations of tenured faculty members. The primary purpose of continued assessment shall be to encourage tenured members of the faculty to reappraise their performances in search of greater effectiveness and to assist them in the identification and correction of any deficiencies. Should the committee detect deficiencies which are particularly significant or find that a tenured faculty member is in extraordinary need of assistance, it may initiate the evaluation proceedings at any time in the manner prescribed in Article VIII, Section 1, A (1).

ARTICLE IX

METHOD OF AMENDING BYLAWS

These Bylaws, or any provision thereof, may be abrogated or amended at any meeting of the Faculty by a two-thirds vote of the Faculty present and voting, providing that notice 7 days prior to the meeting shall contain a copy of the proposed amendment or amendments. The amendment ultimately made need not be in the exact form in which it was sent to each member as above provided, but must deal with the same subject matter. It shall be the responsibility of the Secretary of the Faculty to communicate all revisions of these Bylaws to the Board of Trustees.

ARTICLE X

AUTHORITY

These Bylaws supercede all Faculty Bylaws approved prior to February, 1981.

23 April 1981

From: Carol Lauer
Secretary of the Faculty

To: Members of the Faculty

Copies to: College Archives

A special faculty meeting will take place on Monday,
4 May 1981 at 4:00 p.m. in Crummer Auditorium.

Agenda

I. Business

Proposed changes to Rollins Faculty Bylaws concerning governance. The amendments to be considered abolish the Senate and the Council and create two councils to oversee all college governance.

Dr. Lancaster, AD Hoc Committee on governance.
See Attachment

II. Adjournment

PROPOSED AMENDMENTS TO THE ROLLINS FACULTY BYLAWS

1. Current Table of Contents

TABLE OF CONTENTS

			Page
Article	I	General Governance	1
Article	II	Faculty Membership and Suffrage	2
Article	III	Faculty Responsibilities, Rights, and Duties	3
Article	IV	Meetings of the Faculty	5
Article	V	Officers of the Faculty	6
Article	VI	The Senate	7
Article	VII	The Council of the Senate	9
Article	VIII	Offices of the Administration	12
Article	IX	Committees of the College	17
Article	X	Faculty Evaluation	22
Article	XI	Faculty-Student Relationships	27
Article	XII	Method of Amending Bylaws	28
Article	XIII	Authority	29

Proposed amendment: Delete: Articles V through XIII
Add: New Articles V through X listed below.

Article V Council on Administration and Budget
Article VI Council on Academic Policies and Standards
Article VII Offices of the Administration
Article VIII Faculty Evaluation
Article IX Method of Amending Bylaws
Article X Authority

2. Current Article I:

GENERAL GOVERNANCE

Section 1.

As stated in the Trustee Bylaws, the Faculty may adopt for its own government such principles and bylaws as shall seem desirable to promote efficiency and to facilitate its work, provided, however, that all such bylaws and principles shall be subject to the rules, regulations, and requirements as set forth by the Board of Trustees or from time to time as changed by such Board, and provided further that such bylaws and principles set forth by the Faculty shall not be in violation of the constitution or bylaws of this corporation or any law of the State of Florida. The records of the Faculty, the College Senate, and the Senate Council and their meetings shall always be open for the inspection of any Trustee, and all Faculty and Senate legislation shall be subject to approval or revision by the Board.

Section 2.

The standards set forth by the American Association of University Professors as published in AAUP Policy Documents and Reports, 1973 edition, when not in conflict with the College Charter, Trustee Bylaws, and these Bylaws, shall be binding on matters of academic freedom, appointments, tenure, faculty responsibility and accountability.

Proposed amendment: Delete: everything following "The records of the"
Add: "Faculty's deliberations and minutes of its meetings shall be open for inspection."

3. Current Article III, Section 2.

Section 2. Co-curricular Authority and Responsibility

- A. The Faculty shall promote the welfare of those under instruction and shall have the responsibility for the maintenance of good order and discipline within the student body. The Faculty, in providing a strong liberal arts education, including directed study and independent study programs, recognizes the desire of students to participate responsibly in the government of the student body. The Faculty, therefore, provides students the opportunity to enhance their education outside the classroom by governing themselves through the Rollins Student Association Constitution and By-laws. All other matters remain under the authority and responsibility of the College Senate and of the Faculty.
- B. The Rollins Student Association may adopt for its own government such constitution, bylaws, and code of student conduct as it shall deem desirable to promote efficiency and facilitate its work, provided, however, that such constitution, bylaws, and code shall be subject to the rules, regulations, and requirements as set forth by the Faculty or higher authority or from time to time as changed by them; and provided further that such constitution, bylaws, and code set forth by the Rollins Student Association shall not be in violation of the bylaws of the Faculty, the charter or bylaws of Rollins College, or any law of the State of Florida. The records of the Rollins Student Association and its meetings shall be open for inspection by Trustees or members of the Faculty, and the minutes of the meetings of the governing body of the Student Association shall be distributed to all members of the Council of the Senate. All legislation passed by the Rollins College Student Association governing body is subject to the final authority of the Faculty if found to overstep the boundaries of authority delegated to the Rollins Student Association.

Proposed Article III, Section 2:

- A. The Faculty shall promote the welfare of those under instruction and shall have the responsibility for the maintenance of good order and discipline within the student body. Recognizing the desire of students to participate responsibly in their own government, the Faculty provides students the opportunity to enhance their education outside of the classroom by governing themselves according to the governance documents of the Rollins student associations.
- B. The Rollins student associations may adopt for their own government such constitutions, bylaws, and codes of conduct as they shall deem desirable to promote efficiency and facilitate their work, provided, however, that such documents shall be subject to the rules, regulations, and requirements set forth by the Faculty and shall not be in violation of the Rollins Faculty Bylaws, the Charter or Bylaws of Rollins College, or any law of the State of Florida. The records of the Rollins student associations and minutes of all meetings shall be open for inspection.

4. Current Article III, Section 5, Paragraphs A and B concern delegation of authority to the Senate.

Proposed amendment: Delete: Article III, Section 5, Paragraphs A and B.

5. Current Article III, Section 6 defines "Final Authority."

Proposed amendment: Delete Article III, Section 6.

Add: Revised Section 5 as stated below.

5. (con't) Section 5 Final Authority

The final authority in all matters coming within the jurisdiction of the Faculty shall rest in the Faculty. The final authority of the Faculty is subject to the following regulations:

- A. The President of the College has the power of veto. If the President vetoes a measure passed by the Rollins Faculty, he/she shall present his/her reasons to the Faculty.
- B. Should any measure so vetoed be reconsidered and passed again by the Faculty, enforcement of the measure shall stand suspended until decided by the Board of Trustees.
- C. When the Board of Trustees is required to consider a measure, the Chair of the Council on Administration and Budget shall request the Faculty to elect three representatives who shall be charged with presenting the Faculty's views to the Board.

The Executive Committee of the Board of Trustees, exercising its customary powers of acting for the Board between regular meetings, shall be requested by the President of the College or by the Chair of the Council on Administration and Budget to meet as soon as practicable.

6. Current Article IV describes "Meetings of the Faculty".

Proposed amendment: Delete: Current Article IV.
Add: Revised Article IV as stated below.

Article IV Meetings of the Faculty

Regular and special meetings of the Rollins Faculty are attended by the Faculty as defined in Article II, Section 1. Administrative officers without faculty rank may attend meetings but shall not have the right to vote. Student representatives may attend meetings to observe the proceedings or make reports if they have the permission of the presiding officer.

Section 1 Regular Meetings

There shall be a regular meeting of the Rollins Faculty prior to the October, February and May meetings of the Board of Trustees.

Section 2 Special Meetings

Special meetings of the Faculty may be called by the President of the College, or in his/her absence, by the Provost. A special Faculty meeting shall be called by the President as soon as practicable upon receipt of a written petition signed by one-third of the Faculty or upon receipt of a written request from a majority of the elected members of either the Council on Administration and Budget or the Council on Academic Policies and Standards.

Section 3 Quorum

A quorum for a meeting of the Rollins Faculty shall consist of a simple majority of the voting members of the Faculty for any given term.

Section 4 Rules of Order

Robert's Rules of Order, when not in conflict with these Bylaws shall be used as authority for the conduct of meetings of the Faculty and its Councils. At its meetings, the Faculty is served by a parliamentarian appointed for a term of three years by the Council on Administration and Budget.

7. Proposed new Article V.

Article V Council on Administration and Budget

Section 1 Membership

The membership of the Council shall consist of the President of the College, the Provost, the Vice-President for Business and Finance, the Vice-President for Development and College Relations, four elected members from the School of Arts and Sciences Faculty, one elected member from each of the other School Faculties. The Council shall meet once a month during the academic year and at other times as necessary.

Section 2 Terms of Office

The elected members of the Council shall serve three-year terms. Their terms of office shall be staggered so that approximately one-third of the elected membership changes each year.

Section 3 Responsibilities and Duties

The Council consults on matters relating to the general administrative policies of Rollins College and on matters relating to the College budget.

- A. The Council reviews the structure of administrative responsibilities and advises on the establishment of new administrative positions and the elimination of unnecessary ones. The Council provides for the evaluation of administrators and advises on professional development for administrators.
- B. The Council advises on policies relating to important support services of the College such as, but not restricted to, the administrative computing and data processing services, central word-processing service, bookstore, food service, campus safety, physical plant, purchasing, and personnel.
- C. The Council participates in short and long range planning and shall establish priorities regarding institutional research.

D. The Council advises on priorities in funding on-going programs and operations, including faculty compensation, and advises on funding capital projects.

E. The Council sets the agenda for and convenes all regular meetings of the Rollins Faculty. The Council appoints a parliamentarian for a three-year term of office.

F. The Council acts as a nominating committee for all elected positions to both Councils or may delegate to a School the responsibility of nominating candidates for election to vacant positions.

G. The Council has the responsibility, should any question of meaning arise, to interpret these Bylaws, the actions of the Councils or the actions of the Faculty subject to the restrictions set down in Article III, Section 5 of these Bylaws.

Section 4 Vacancies

Should a vacancy occur among the elected members of the Council the body represented by the retiring member shall fill the vacancy at its next regular meeting.

Section 5 Procedures

Each year the Council shall elect a Chair from among its elected Faculty representatives. The Chair of the Council shall also chair meetings of the Rollins Faculty. The Council shall elect from among its members a Secretary who shall also serve as Secretary for all meetings of the Rollins Faculty. Minutes of all meetings of the Council shall be kept as shall minutes of all meetings of the Faculty. The President of the College shall call the first meeting of the Council each academic year and shall establish a schedule of regular Council meetings.

Section 6 Authority

The Chair of the Council on Administrative and Budget policy shall report to the Rollins Faculty any important decision or deliberations, and the Chair shall file an annual written report in the Office of the President. Unless otherwise stated in these Bylaws, the Council shall determine its own procedures.

Proposed amendment: Delete: Current Article V Officers of the Faculty
Add: Proposed Article V Council on Administration
and Budget

8. Proposed new Article VI.

Article VI. Council on Academic Policies and Standards

Section 1 - Membership

The membership shall consist of the Provost, four elected representatives from the School of Arts and Sciences, one elected representative from each of the other Schools, and one elected representative from the Library.

Section 2 - Terms of Office

The elected members of the Council shall serve three-year terms. Their terms of office shall be staggered so that approximately one-third of the elected membership changes each year.

Section 3 - Duties and Responsibilities

The Council shall advise the Provost and the Rollins Faculty on matters relating to the general educational policies of the College. It shall advise on the consonance of all programs with the mission of the institution and on the addition, extension or deletion of credit, non-credit, and degree-granting programs.

- A. A sub-council on library policy meets with the Director of Libraries to advise on matters of library policy and recommend on the allocation of the purchasing budget among the Schools and their academic programs.
- B. A sub-council on computer services meets with the Director of Computer Services and advises on matters of academic computer service policy.
- C. A sub-council on faculty research meets with the Provost to determine policies, procedures and budgets affecting faculty research.
- D. The Council members, with the exception of the Provost, serve as a college-wide evaluation committee as described in Article VIII, Section 3, paragraph G.
- E. The Council shall act as a judicial body, under procedures outlined in the AAUP Policy Documents and Reports, when serious or recurring complaints are brought against a member of the Faculty. The Council shall recommend action to the President of the College. When the Council is called upon to act as a judicial body any council member may ask to be excused from the proceedings for personal reasons. No more than two faculty members of the Council may be excused from the judicial body by request of the subject(s) of the judicial proceedings. All excused Council members are to be replaced by alternates elected by the bodies which they represent. The Provost participates in judicial sessions as a non-voting member.

Section 4 - Vacancies

Should a faculty vacancy occur, the body represented by the retiring member shall fill the vacancy at its next meeting.

Section 5 - Procedures

The Council shall elect a Chair from among its elected faculty representatives. A Secretary elected by the Council from among its members shall keep minutes of the meetings. The Provost shall be responsible for calling the first meeting of the academic year and for establishing a schedule of meetings for the full Council. The Chair of the Council shall call meetings of the college-wide evaluation committee.

Section 5 - Authority

Either the Provost or the Chair of the Council shall report to the Rollins Faculty any important decisions or deliberations and the Chair shall submit an annual written report to be kept on file in the Office of the Provost. Unless otherwise stated in the Bylaws, the Council shall determine its own procedures.

Proposed amendment: Delete: Current Article VI The Senate
Add: Proposed Article VI The Council on Academic Policies and Standards

9. Proposed amendment: Delete: Current Article VII The Council of the Senate
Substitute: Article VII Offices of the Administration
 (Note: Revisions of this Article are incomplete. The Faculty will be asked to vote on amendments to Article VII during the 1981-82 academic year.)

10. Proposed amendment: Change: Article X Faculty Evaluation to Article VIII Faculty Evaluation
Substitute: Article VIII, Section 3, Paragraph G below for the Paragraph G approved by the Faculty in 1980. (This Paragraph G does not appear in the current issue of the Bylaws but is reproduced as page 9 of this proposal.)

Proposed amendments to Article VIII, Section 3, Paragraph G

Delete current Paragraph GAdd new Paragraph G

Recommendations for tenure and promotion and for annual appointment after retirement age shall be submitted to the Council on Academic Policies and Standards by May 1 of the calendar year prior to appropriate action.

Meeting without the Provost, the C.A.P.S. serves as a college-wide evaluation committee which reviews the recommendations of departmental and School evaluation committees to determine whether the recommendations are consonant with evaluation criteria specified by the department or School. If a regular member of the C.A.P.S. is from the same department of the School of Arts and Sciences as a candidate under consideration, that member shall not participate in the proceedings. Similarly, a member of one of the other School faculties would not participate in discussion of the evaluation of a candidate from his/her School.

The C.A.P.S. shall require each department in the School of Arts and Sciences and each of the other School faculties to submit for its approval a statement of evaluation criteria and standards. These statements should not conflict with the general criteria stated in Article VIII but should specify the nature, quantity and recency of "Research, Writing, Publication and Performance" (Item 5 of the Faculty Evaluation Policies and Procedures) deemed sufficient to justify recommending tenure or promotion. Statements may also include criteria specific to a particular discipline and therefore not mentioned in the general criteria.

The C.A.P.S. shall send its recommendations along with those of the departmental or School evaluation committee to the Provost by May 22. Notification of the Council's recommendations shall be made to the candidate at that time.

The Provost shall submit these recommendations together with his/her recommendations to the President of the College by June 1.

PROFESSIONAL DEVELOPMENT COMMITTEE

PROPOSAL FOR BY-LAW CHANGES

BYLAWS, APPENDIX A

I. ARTICLE X, Section 1, B. Membership (p.22)

Delete: The Provost or the appropriate administrative representative.

Reassign appropriate letters to the remaining list of committee members.

II. ARTICLE X, Section 3, Paragraph G.

Add:

Recommendations for tenure, for promotion to full professor, and for annual appointment after age 65 shall be submitted to the College-Wide Evaluation Committee by May 1 of the calendar year prior to appropriate action.

This committee shall consist of one faculty member from each division, one member elected from the library and physical education departments, a non-voting representative from the Provost's office, and an alternate to be elected from the faculty at large who shall serve on the committee in place of one of its regular members when a candidate is under consideration from a department which is represented by this regular member.

The CWEC shall elect its own chairperson from its voting members. The Faculty shall nominate and elect the committee members during the winter faculty meeting to staggered two-year terms. Nominees must not fall under consideration in these categories during their term. No member shall serve successive terms.

Each department shall proceed promptly to the formulation of a statement of its evaluation criteria and standards for the use of the CWEC. They shall be subject to subsequent alteration by the department with the approval of the CWEC. The CWEC shall examine the departmental evaluation committee recommendations for each candidate with regard to reasonably equitable standards throughout the College. The CWEC may request further information from other sources including the departmental committee and from the candidate. It shall be the particular responsibility of the CWEC to weigh the significance and nature of "Research, Writing, Publication and Performance". (Item 5 of Faculty Evaluation Policies and Procedures, p. 37).

The CWEC shall send its recommendations along with those of the departmental evaluation committee to the Provost by May 22. Notification shall be made to the candidate at that time. The Provost shall submit these recommendations together with his own recommendation to the President by June 1.

11. Proposed amendment to Article VIII, Section 3, Paragraph I.

Current Paragraph I.

I. Any candidate may appeal the final recommendations of the Evaluation Committee to the Faculty Evaluation Committee within fifteen days after receipt of the final evaluation report. This committee shall consist of one faculty member from each division of the College. The Senate shall nominate and elect these members in the fall to staggered terms of two years. The Senate shall also nominate and elect to staggered terms of two years one faculty member from each division of the College to serve as alternate members of the Faculty Evaluation Review Committee. The alternate members shall replace any regular member who may resign before the expiration of the two year term. No member of the Faculty Evaluation Review Committee may participate in an appeal action concerning the activity of an evaluation committee in which he/she is a member, nor may he/she hear an appeal from a member of his/her department. In such cases, he/she must relinquish his/her position to the alternate from his/her division until the appeal has been concluded. Should more than one member or alternate member resign, the Senate shall hold a special election to fill the vacancies.

Delete: Current Paragraph I.

Substitute: Paragraph I below.

Any candidate may appeal the final recommendations of the evaluation committees to the Faculty Evaluation Review Committee within fifteen days after receipt of his/her evaluation report. The Review Committee shall consist of three members from the School of Arts and Sciences Faculty, one member from the Crummer Graduate Business Faculty and one member from the Education and Human Development Faculty. The School Faculties shall nominate and elect these members in the fall to staggered terms of two years. Each school shall elect alternate members, three from Arts Sciences and one each from the other two School Faculties. These alternates shall replace any regular member who resigns before the end of the two-year term. No member of the Review Committee may participate in an appeal action concerning the activity of an evaluation committee of which he/she is a member, nor hear an appeal from a member of his/her department, but must relinquish his/her position to an alternate member until the appeal has been concluded.

12. Proposed amendment: Delete: Article IX Committees of the College

Add: Article IX Method of Amending Bylaws :

Current Article XII Method of Amending the Bylaws

These Bylaws, or any provision thereof, may be abrogated or amended at any meeting of the Faculty by a two-thirds vote of the Faculty present and voting, providing that notice 10 days prior to the meeting shall contain a copy of the proposed amendment or amendments. The amendment ultimately made need not be in the exact form in which it was sent to each member as above provided, but must deal with the same subject matter. It shall be the responsibility of the President of the Faculty to communicate all revisions of these Bylaws to the Board of Trustees.

Change: "10 days" to "7 days"

Change: "President of the Faculty" to "Secretary of the Faculty"

13. Proposed amendment: Add: Article X Authority

These Bylaws supercede all Faculty Bylaws approved prior to February 1981 and May 1981.

Passed
Spring 1981

FACULTY BYLAWS
OF
ROLLINS COLLEGE

McFarland

TABLE OF CONTENTS

Article	I	General Governance
Article	II	Faculty Membership and Suffrage
Article	III	Faculty Responsibilities, Rights, and Duties
Article	IV	Meetings of the Faculty
Article	V	Council on Administration and Budget
Article	VI	Council on Academic Policies and Standards
Article	VII	Officers of Administration
Article	VIII	Faculty Evaluation
Article	IX	Method of Amending Bylaws
Article	X	Authority

ARTICLE I

GENERAL GOVERNANCE

Section 1.

As stated in the Trustee Bylaws, the Faculty may adopt for its own government such principles and bylaws as shall seem desirable to promote efficiency and to facilitate its work, provided, however, that all such bylaws and principles shall be subject to the rules, regulations, and requirements as set forth by the Board of Trustees or from time to time as changed by such Board, and provided further that such bylaws and principles set forth by the Faculty shall not be in violation of the constitution or bylaws of this corporation or any law of the State of Florida. The records of the Faculty's deliberations and minutes of its meetings shall be open for inspection.

Section 2.

The standards set forth by the American Association of University Professors as published in AAUP Policy Documents and Reports, 1973 edition, when not in conflict with the College Charter, Trustee Bylaws, and these Bylaws, shall be binding on matters of academic freedom, appointments, tenure, faculty responsibility and accountability.

ARTICLE II

FACULTY

MEMBERSHIP AND SUFFRAGE

Section 1.

The following shall comprise the Faculty of Rollins College, shall have the right to attend faculty meetings, to vote on all matters pertaining to the Faculty, and unless otherwise specified in these Bylaws, shall possess all the usual rights and privileges accorded faculty members:

- A. Teachers serving full-time under academic appointments at the rank of instructor and above, and administrative personnel of like rank.
- B. Librarians of faculty rank.
- C. Athletic coaches of faculty rank.

- D. Administrative and executive officers of the College with faculty rank. These officers shall not acquire faculty tenure by virtue of their administrative or executive offices.
- E. Teachers appointed to part-time positions shall have the right to attend faculty meetings but shall not have the right to vote.
- F. Teachers serving in full-time off-campus positions on an annual contract who are teaching regularly scheduled classes as a part of the Rollins curriculum for which credit is given toward a degree shall be considered voting members of the Faculty.

Section 2.

For administrative purposes the Rollins Faculty is divided into four School Faculties: The Arts Sciences Faculty, the Crummer Graduate Business Faculty, The Continuing Education Faculty, and the Education Human Development Faculty. The following shall comprise the Faculty of each School; shall have the right to attend the School's faculty meetings, and unless otherwise specified in these Bylaws, shall possess all the usual rights and privileges accorded faculty members.

- A. Teachers serving full-time under academic appointments in the School at the rank of instructor or above; and administrative personnel of like rank.
- B. Administrative and executive officers with faculty rank in the School. These officers shall not acquire faculty tenure by virtue of their administrative offices.
- C. Athletic coaches with faculty rank in the School.
- D. Teachers serving in full-time off-campus positions on an annual contract who are teaching regularly scheduled classes as a part of the School's curriculum for which credit is given toward a degree shall be considered voting members of the School Faculty.
- F. A librarian with faculty rank shall be designated by the Library Faculty to attend the School's faculty meetings for the purpose of liaison; but shall not have the right to vote.

ARTICLE III

FACULTY RESPONSIBILITIES, RIGHTS AND DUTIES

Section 1. Academic Authority and Responsibility

Under the authority vested in the Faculty by the Board of Trustees, the Faculty shall be responsible for providing a program of instruction of high quality for the students of Rollins College, including those enrolled in its four Schools and in the Patrick Air Force Base Branch. Each Faculty shall be responsible for the proper functioning of sound academic procedures within its School.

- A. Each Faculty shall prescribe the qualifications for admission of students to the School and to all its programs of instruction.
- B. Each Faculty shall be responsible for devising and approving a curriculum of studies for its instructional programs.
- C. Each Faculty shall establish sound academic requirements for the pursuit of these studies.
- D. Each Faculty shall prescribe the attainments requisite for graduation in its programs and shall nominate and recommend to the Board of Trustees candidates for all degrees and for all other diplomas to be issued on the satisfactory completion of courses of study.

Section 2. Co-curricular Authority and Responsibility

- A. The Faculty shall promote the welfare of those under instruction and shall have the responsibility for the maintenance of good order and discipline within the student body. Recognizing the desire of students to participate responsibly in their own government, the Faculty provides students the opportunity to enhance their education outside of the classroom by governing themselves according to the governance documents of the Rollins Student Associations.
- B. The Rollins Student Associations may adopt for their own government such constitutions, bylaws, and codes of conduct as they shall deem desirable to promote

efficiency and facilitate their work, provided, however, that such documents shall be subject to the rules, regulations, and requirements set forth by the Faculty and shall not be in violation of the Rollins Faculty Bylaws, the Charter or Bylaws of Rollins College, or any law of the State of Florida. The records of the Rollins Student Associations and minutes of all meetings shall be open for inspection.

Section 3. The College Calendars

A Faculty shall fix the calendars for its academic programs. Commencement, the day of conferring degrees, shall be during the last week of May or the first week of June. A Faculty may recommend at any time to the Executive Committee of the Board of Trustees a change in the time of a commencement.

Section 4. Election of Committees

The Rollins Faculty and the four School Faculties shall elect such committees as are deemed necessary to carry out their responsibilities and shall have the right to delegate some of their authority to those committees.

Section 5. Final Authority

The final authority in all matters coming within the jurisdiction of the Faculty shall rest in the Faculty. The final authority of the Faculty is subject to the following regulations:

- A. The President of the College has the power of veto. If the President vetoes a measure passed by the Rollins Faculty, he/she shall present his/her reasons to the Faculty.
- B. Should any measure so vetoed be reconsidered and passed again by the Faculty, enforcement of the measure shall stand suspended until decided by the Board of Trustees.
- C. When the Board of Trustees is required to consider a measure, the Chair of the Council on Administration and Budget shall request the Faculty to elect three representatives who shall be charged with presenting the Faculty's views to the Board.

The Executive Committee of the Board of Trustees, exercising its customary powers of acting for the Board between regular meetings, shall be requested by the President of the College or by the Chair of the Council on Administration and Budget to meet as soon as practicable.

ARTICLE IV

MEETINGS OF THE FACULTY

Regular and special meetings of the Rollins Faculty are attended by the Faculty as defined in Article II, Section 1. Administrative officers without faculty rank may attend meetings but shall not have the right to vote. Student representatives may attend meetings to observe the proceedings or make reports if they have the permission of the presiding officer.

Section 1. Regular Meetings

There shall be a regular meeting of the Rollins Faculty prior to the October, February and May meetings of the Board of Trustees.

Section 2. Special Meetings

Special meetings of the Faculty may be called by the President of the College, or in his/her absence, by the Provost. A special Faculty meeting shall be called by the President as soon as practicable upon receipt of a written petition signed by one-third of the Faculty or upon receipt of a written request from a majority of the elected members of either the Council on Administration and Budget or the Council on Academic Policies and Standards.

Section 3. Quorum

A quorum for a meeting of the Rollins Faculty shall consist of a simple majority of the voting members of the Faculty for any given term.

Section 4. Rules of Order

Robert's Rules of Order, when not in conflict with these Bylaws, shall be used as authority for the conduct of meetings of the Faculty and

its Councils. At its meetings, the Faculty is served by a parliamentarian appointed for a term of three years by the Council on Administration and Budget.

ARTICLE V

COUNCIL ON ADMINISTRATION AND BUDGET

Section 1. Membership

The membership of the Council shall consist of the President of the College, the Provost, the Vice-President for Business and Finance, the Vice-President for Development and College Relations, four elected members from the School of Arts Sciences Faculty, one elected member from each of the other School Faculties and one elected member from the Library.

Section 2. Terms of Office

The elected members of the Council shall serve three-year terms. Their terms of office shall be staggered so that approximately one-third of the elected membership changes each year.

Section 3. Responsibilities and Duties

The Council consults on matters relating to the general administrative policies of Rollins College and on matters relating to the College budget.

- A. The Council reviews the structure of administrative responsibilities and advises on the establishment of new administrative positions and the elimination of unnecessary ones. The Council advises on the evaluation and professional development of administrators.
- B. The Council advises on policies relating to important services of the College such as, but not restricted to, the administrative computing and data processing services, central word-processing service, bookstore, food service, campus safety, physical plant, purchasing, and personnel.

- C. The Council participates in short and long range planning and recommends priorities regarding institutional research.
- D. The Council advises on priorities in funding on-going programs and operations, including faculty compensation, and advises on funding capital projects.
- E. The Council sets the agenda for and convenes all regular meetings of the Rollins Faculty. The Council appoints a parliamentarian for a three-year term of office.
- F. The Council acts as a nominating committee for all elected positions to both Councils or may delegate to a School the responsibility of nominating candidates for election to vacant positions.
- G. The Council has the responsibility, should any question of meaning arise, to interpret these Bylaws, the actions of the Councils or the actions of the Faculty subject to the restrictions set down in Article III, Section 5 of these Bylaws.

Section 4. Vacancies

Should a vacancy occur among the elected members of the Council, the body represented by the retiring member shall fill the vacancy at its next regular meeting.

Section 5. Procedures

Each year the Council shall elect a Chair from among its elected Faculty representatives. The Chair of the Council or his/her designate shall also chair meetings of the Rollins Faculty. The Council shall elect from among its members a Secretary who shall also serve as Secretary for all meetings of the Rollins Faculty. Minutes of all meetings of the Council shall be kept as shall minutes of all meetings of the Faculty. The President of the College shall call the first meeting of the Council each academic year and shall establish a schedule of regular Council meetings.

Section 6. Authority

The Chair of the Council on Administrative and Budget policy shall report to the Rollins Faculty any important decisions or

deliberations, and the Chair shall file an annual written report in the Office of the President. Unless otherwise stated in these bylaws, the Council shall determine its own procedures.

ARTICLE VI

COUNCIL ON ACADEMIC POLICIES AND STANDARDS

Section 1. Membership

The membership shall consist of the Provost, four elected representatives from the School of Arts Sciences, one elected representative from each of the other Schools, and one elected representative from the Library.

Section 2. Terms of Office

The elected members of the Council shall serve three-year terms. Their terms of office shall be staggered so that approximately one-third of the elected membership changes each year.

Section 3. Duties and Responsibilities

The Council shall advise the Provost and the Rollins Faculty on matters relating to the general educational policies of the College. It shall advise on the consonance of all programs with the mission of the institution.

- A. A Task Force on Library Policy, composed of some Council members plus other faculty and officers of the administration, meets with the Director of Libraries to advise on matters of library policy and recommend on the allocation of the purchasing budget among the Schools and their academic programs.
- B. A Task Force on Computer Services, composed of some Council members plus other faculty and officers of the administration, meets with the Director of Computer Services and advises on matters of academic computer service policy.
- C. A Task Force on Faculty Research, composed of some Council members plus other faculty and officers of the

administration, meets with the Provost to determine policies, procedures and budgets affecting faculty research.

D. The Council members, with the exception of the Provost, serve as a college-wide evaluation committee as described in Article VIII, Section 3, paragraph C.

E. The Council shall act as a judicial body, under procedures outlined in the AAUP Policy Documents and Reports, when serious or recurring complaints are brought against a member of the Faculty. The Council shall recommend action to the President of the College. When the Council is called upon to act as a judicial body any council member may ask to be excused from the proceedings for personal reasons. No more than two faculty members of the Council may be excused from the judicial body by request of the subject(s) of the judicial proceedings. All excused Council members are to be replaced by alternates elected by the bodies which they represent. The Provost participates in judicial sessions as a non-voting member.

Section 4. Vacancies

Should a faculty vacancy occur, the body represented by the retiring member shall fill the vacancy at its next meeting.

Section 5. Procedures

The Council shall elect a Chair from among its elected faculty representatives. A Secretary elected by the Council from among its members shall keep minutes of the meetings. The Provost shall be responsible for calling the first meetings of the academic year and for establishing a schedule of meetings for the full Council. The Chair of the Council shall call meetings of the college-wide evaluation committee.

Section 6. Authority

Either the Provost or the Chair of the Council shall report to the Rollins Faculty any important decisions or deliberations and the Chair shall submit an annual written report to be kept on file in the Office of the Provost. Unless otherwise stated in the Bylaws, the Council shall determine its own procedures.

ARTICLE VII

OFFICERS OF ADMINISTRATION

(This Article is to be revised and amended by the Faculty during the fall of 1981-82.)

ARTICLE VIII

FACULTY EVALUATION

Section 1. Faculty Evaluation Committee

A. Duties, Powers, and Responsibilities

- (1) Every member of the teaching faculty shall be subject to review by an evaluation committee, which shall be responsible for assisting in the professional development of each member of the faculty. The committee shall meet at least annually for the evaluation of non-tenured faculty. For the evaluation of tenured faculty, a meeting of the committee may be requested by the Provost, by a majority of the committee members, or by the faculty member to be evaluated.
- (2) The Faculty Evaluation Committee shall make recommendations to the President on matters relating to faculty reappointment, promotion, tenure, and salary. Recommendations for improving teaching effectiveness may be made directly to the faculty member evaluated.

B. Membership

- (1) The membership shall consist of:
 - a. the appropriate department head;
 - b. one tenured member of the appropriate department, who shall be elected to a two-year term by a majority of the department;
 - c. one non-tenured member of the appropriate department, who shall be elected to a

one year term by a majority of the department; and,
 d. one faculty member outside the division, who shall be appointed by the Provost to a two year term, and who shall be selected from a list of at least three nominees prepared by the department.

(2) If no tenured member is available within the department as required in (1)c., a non-tenured member shall serve; if no non-tenured member is available within the department as required in (1)d., a tenured member shall serve.

(3) An alternate member of the committee shall be designated to serve when any departmental member of the committee is being evaluated. He/she shall be appointed by the Provost to a two year term, and shall be selected from the candidate's department.

Section 2. Authority

A. Faculty Appointments

(1) All faculty appointments shall be made by the President upon recommendation of the Provost and the head of the department in which the appointment is to be made. The department head shall not recommend the appointment of anyone of whom a majority of the members of his/her department disapproves.

(2) If a new appointment must be made during a vacation period when the members of the department cannot be consulted, the department head may recommend as he/she sees fit. If an appointment is made under such conditions, the other department members may submit statements of approval or disapproval of the appointment to the Provost; these statements shall be considered during the evaluation of that candidate for reappointment.

B. Faculty Reappointments and Tenure

- (1) Reappointments shall be made by the President only after the candidate has been approved by a majority of the members of the evaluation committee. All appointments and reappointments made during a faculty member's probationary period are terminal appointments for one year. During each year of the probationary period, the President, upon recommendation of the evaluation committee, shall decide whether or not the candidate is to be reappointed and so notify him/her.
- (2) The probationary period for faculty members shall be not less than four years nor more than seven years, unless the candidate has had at least four years full teaching at other college level institutions. In the latter case, the probationary period shall be not less than three years nor more than four years. Scholarly leave of absence for one year or less will count as part of the probationary period as if it were prior service at another institution, unless the individual and the institution agree in writing to an exception to this provision at the time the leave is granted.
- (3) Tenure may not be awarded or denied until the candidate has completed the minimum probationary period. The Board of Trustees, upon recommendation by the President, may grant exceptions to the minimum duration of the probationary period, but only in unusual circumstances. Appointment to tenure shall be made by the Board of Trustees only after the President and a majority of the evaluation committee have so recommended.
- (4) The criteria upon which reappointment and tenure recommendations are to be made shall be set forth in the Faculty Evaluation Policy and Procedures which must be approved by a majority of the Faculty.

C. Faculty Promotions and Salary Determinations

- (1) The evaluation committee shall review faculty rank of both tenured and non-tenured faculty, and shall

make recommendations concerning promotions to the President. Promotions in faculty rank up to and including associate professor shall be made by the President of the College; promotion to the rank of professor shall be made by the Board of Trustees and upon the recommendation of the President.

- (2) The evaluation committee may make recommendations concerning merit increases to the President. The President shall determine faculty salaries on an annual basis.
- (3) The criteria upon which promotions and salary determinations are to be made shall be set forth in the Faculty Evaluation Policy and Procedures, as described in Article X, Section 2, B, (4).

D. Retirement (1) The retirement age is 65 years. Normal retirement shall be effective at the date of the regular commencement following the sixty-fifth birthday. A faculty member may be retained beyond this age, on annual appointment at the discretion of the President after consultation with the Provost and with the approval of a majority of members of the appropriate department. Exceptions to these requirements may be granted by the Board of Trustees upon recommendation by the President and with prior approval of the Provost and a majority of the members of the appropriate department. (2) When a faculty member is eligible for retirement, he/she shall be notified by September 1 of the previous year whether he/she is to be retired or receive annual appointment. He/she shall be so notified by the President after consultation as described in (1), Section 3, Procedures. A. It is the responsibility of the Provost to serve as chairperson or appoint a chairperson for such committee meetings as are necessary, and to supply the information to the committee as directed in the Faculty Evaluation Policy and Procedures. B. It is the responsibility of the department head to consult the other members of his/her department about each candidate; to collect and present to the committee data relevant to the evaluative criteria set forth in the Faculty Evaluation Policy and Procedures, and to advise the candidate of any major deficiency in performance as soon as the department head becomes aware of it. C. The chairperson of an interdisciplinary program shall be responsible for the collection and

presentation of data relevant to the performance of the candidate as a staff member of that program, when appropriate. D. It is the prerogative of the candidate being considered for reappointment, tenure, or promotion, to submit to the committee a statement of professional accomplishments and plans relevant to his/her evaluation. The Provost shall notify each candidate of a deadline for the submission of such a statement. Such a statement may also be requested by the evaluation committee. E. Based on the data provided by the department head (and the chairperson of an interdisciplinary program), and any relevant data presented to the committee by the Provost, along with the statement submitted by the candidate, the evaluation committee shall prepare a report and recommendations which must be submitted to the President by February 1 on first reappointment, by November 15 on second reappointment, and by June 1 of the preceding year on third and subsequent reappointments. At this time, all recommendations concerning decisions of reappointment, promotion, and the granting of tenure, must be submitted to the President by the committee. (Tenured faculty who are eligible for promotion shall come under the June 1 deadline.) The committee shall elect one of its members to prepare the report, though all must approve. The report shall be designed so as to further the professional development of the candidate by identifying both strengths and weaknesses in performance, and shall indicate the bases for any recommendations made by the committee. F. A draft of the committee report and recommendations shall be presented to the candidate at least two weeks prior to the deadline for submissions outlined in Subsection E. The candidate shall have the right to respond in person or in writing to the committee documents. If the candidate wishes to respond to any points in his/her committee he/she must do so in writing and may do so in person. His/her response must be taken into consideration by the committee before submitting reports, drafts thereof, and recommendations to the President. A copy of the final committee report and recommendations shall be presented to the candidate. G. Recommendations for tenure and promotion and for annual appointment after retirement age shall be submitted to the Council on Academic Policies and Standards by May 1 of the calendar year prior to appropriate action. Meetings without the Provost, the C.A.P.S. serves as a college-wide evaluation committee which reviews evaluation procedures and recommendations to determine whether a candidate for tenure or

promotion has met the evaluation criteria specified by his/her colleagues. No member of the C.A.P.S. may participate in the review of recommendations made by evaluation committees of which he/she is a member. The C.A.P.S. shall require each School to submit for its approval a statement of evaluation criteria and standards. These statements should not conflict with the general criteria stated in Article VIII but should specify the nature, quantity and recency of "Research, Writing, Publication and Performance" (Item 5 of the Faculty Evaluation Policies and Procedures) deemed sufficient to justify recommending tenure or promotion. Statements may also include criteria specific to a particular discipline and therefore not mentioned in the general criteria. The C.A.P.S. shall send its report to the Provost by May 22. Notification of the Council's recommendations shall be made to each candidate at that time. The Provost shall submit these recommendations together with his/her recommendations to the President of the College by June 1. H. The President shall notify each candidate of his/her reappointment or non-reappointment during his/her probationary period. Notification of reappointment shall be in writing by March 1 of any probationary year, such to include the terms and conditions of reappointment. Notification of nonreappointment shall be in writing by March 1 of the first probationary year, by December 15 of the second probationary year, and by September 1 of third and subsequent years. Notice of appointment or non-appointment to tenure shall be in writing by September 1 of the final probationary year. In all cases, failure to notify a candidate by these dates shall constitute automatic reappointment for one year unless the candidate is in his/her final probationary year. I. Any candidate may appeal the final recommendations of the Evaluation committees to the Faculty Evaluation Review Committee within fifteen days after receipt of the final evaluation report. This committee shall consist of one faculty member from each division of the College. The Senate shall nominate and elect these members in the fall to staggered terms of two years. The Senate shall also nominate and elect to staggered terms of two years one faculty member from each division of the College to serve as alternate members of the Faculty Evaluation Review Committee. The alternate members shall replace any regular member who may resign before the expiration of the two year term. No member of the Faculty Evaluation Review Committee may participate in an appeal action concerning the

activities of an evaluation committee in which he/she is a member, nor may he/she hear an appeal from a member of his/her department. In such cases, he/she must relinquish his/her position to the alternate from his/her division until the appeal has been concluded. Should more than one member or alternate member resign, the Senate shall hold a special election to fill the vacancies. The Review Committee shall examine the data, reports, and recommendations of the Evaluation committees, and shall require the candidate to make a statement both in writing and in person of the grounds for his/her appeal. The Review Committee may also request additional statements in writing or in person from the members of the Evaluation Committee and from any other member of the College community. The Review Committee shall then send its recommendations along with those of the Evaluation Committee to the President. A copy of these recommendations of the Review Committee must be presented to the candidate by February 1, or, in the case of first appointment, by February 15. This sub-section shall take precedence over the AAUP Policy Documents and Reports, 1973 edition, J. Any candidate may appeal the decision of the President to the Faculty Evaluation Review Committee (described in Subsection H), which, in turn, will report its deliberations to the President for proper referral to the Executive Committee of the Board of Trustees. The Review Committee procedures shall be the same as those described in Subsection I, Section 4, Evaluation of Tenured Faculty. Faculty Evaluation Committees are charged with the responsibility of encouraging improved teaching and continued professional growth for all members of the faculty. In keeping with this obligation, the committees shall re-evaluate each tenured member of the faculty at the end of his/her fourth year of tenured service to the College and at intervals of four years thereafter. The primary purpose of continued assessment shall be to encourage tenured members of the faculty to reappraise their performances in search of greater effectiveness and to assist them in the identification and correction of any deficiencies. Should the committee detect deficiencies which are particularly significant or find that a tenured faculty member is in extraordinary need of assistance, it may initiate the evaluation proceedings at any time in the manner prescribed in Article VIII, Section 1, A (1). If an evaluation committee concludes, after proper and deliberate proceedings, that a tenured member of the faculty should be dismissed, it

shall issue a formal report to the President recommending dismissal and specifying the grounds for such recommendations. In all cases the tenured faculty member shall be entitled to all of the rights and safeguards stipulated in the preceding sections of these Bylaws. ARTICLE IX METHOD OF AMENDING BYLAWS These Bylaws, or any provision thereof, may be abrogated or amended at any meeting of the Faculty by a two-thirds vote of the Faculty present and voting, providing that notice 7 days prior to the meeting shall contain a copy of the proposed amendment or amendments. The amendment ultimately made need not be in the exact form in which it was sent to each member as above provided, but must deal with the same subject matter. It shall be the responsibility of the Secretary of the Faculty to communicate all revisions of these Bylaws to the Board of Trustees. ARTICLE X AUTHORITY These Bylaws supercede all Faculty Bylaws approved prior to February, 1981.

MEMORANDUM

ROLLINS COLLEGE

TO: Roland Goddu

DATE: September 16, 1981

FROM: Tom Lairson

SUBJECT: By-Laws Changes

Below you will find a set of proposed changes in the By-Laws dealing with appointment of the officers of Administration of Rollins. Please review these proposals, especially those having to do with your position and provide me with any comments by September 22.

1. The President of the College

Appointment

...will not appoint a candidate who has failed to receive the approval of 3/5 (three-fifths) of the voting faculty.

2. Academic Vice President and Provost

Appointment

...shall not appoint a candidate who fails to receive approval of 3/5 (three-fifths) of the voting faculty after examining his/her qualifications in person.

3. Vice President for Development

Appointment

The Vice President for Development shall be appointed by the President with a majority of the Council on Administration concurring.

4. Financial Vice President and Treasurer

Appointment

The Financial Vice President shall be appointed by the President with a majority of the Council on Administration concurring.

5. Dean of the Faculty

Appointment

The Dean of the Faculty shall be appointed by the President upon recommendation of the Provost and with the concurrence of 3/5 (three-fifths) of the voting Arts and Sciences faculty.

6. The Dean of the College

Appointment

The Dean of the College shall be appointed by the President upon recommendation of the Provost and with the concurrence of 3/5 (three-fifths) of the voting Arts and Sciences faculty.

7. Dean of the Crummer School

Appointment

The Dean of the Crummer School shall be appointed by the President upon recommendation of the Provost and with the concurrence of 3/5 (three-fifths) of the Crummer School faculty.

8. Dean of the School of Education and Human Resources

Appointment

The Dean of the School of Education and Human Resources shall be appointed by the President upon recommendation of the Provost and with the concurrence of 3/5 (three-fifths) of the School of Education and Human Resources faculty.

9. Director of Admissions

Appointment

The Director of Admissions shall be appointed by the President upon recommendation of the Provost and Dean of the College and with concurrence of a majority of the voting Arts and Sciences faculty.

10. Director of Libraries

Appointment

The Director of Libraries shall be appointed by the President upon recommendation of the Provost and with the concurrence of a majority of the librarians.

11. The Registrar

The Registrar shall be appointed by the President upon recommendation of the Provost and with the concurrence of a majority of the Council on Administration.

MEMORANDUM

DATE: October 22, 1981

TO: All College Faculty
FROM: Ad Hoc Governance Committee

SUBJECT: Faculty Governance

Attached is the proposal for College Faculty Governance (first five articles only) devised by the Ad Hoc Governance Committee and discussed during our last faculty colloquium. At our Faculty Meeting this coming Monday, we hope to launch formal discussion of the proposal. It is especially important that we institute Article V on Committees (with any necessary changes).

We will have a colloquium late next week to discuss the remaining articles on faculty evaluation and amendment procedures. Your patience and understanding are appreciated and we look forward to the discussion on Monday.

* COLLEGE FACULTY MEETING *
* Monday, October 26, 1981 *
* 4:00 p.m. *
* CRUMMER AUDITORIUM *

attachment

agp

ROLLINS COLLEGE

BYLAWS OF THE FACULTY OF THE COLLEGE

ARTICLE I GENERAL GOVERNANCE

These Bylaws (hereinafter referred to as "the Rules") define the governance system for the Faculty of the College. These Rules are issued under the authority of the Bylaws of the College. The Faculty of the College may adopt for its own governance such bylaws as shall seem desirable to promote effectiveness and efficiency, provided however that all such bylaws shall be subject to the Bylaws of the College and to policies issued by the Rollins College Board of Trustees.

ARTICLE II MEMBERSHIP AND SUFFRAGE

The voting membership of the Faculty of the College includes all full-time lecturers, instructors, assistant professors, associate professors, and professors, who are appointed to academic departments of the College and whose primary responsibility is to teach in the College. In addition, the following are ex officio members: the President of Rollins College, the Provost, the Dean of the Faculty, the Dean of the College, and other officers of administration holding faculty rank in departments of the College. All such members shall have the right to attend faculty meetings, to vote on all matters pertaining to the Faculty, and unless otherwise specified in these Rules, shall possess all the usual rights and privileges accorded to Faculty members.

Other officers of administration whose responsibilities relate to the College and adjunct faculty appointed to academic departments of the College shall be non-voting members of the College Faculty, eligible to attend meetings and participate fully in discussion. A librarian with faculty rank shall be designated by the Library Faculty as a non-voting member for purposes of liaison. (A list of these officers of administration will be published at the beginning of each academic year.) Whenever the agenda includes business recommended by a committee on which students serve, those students may attend the meeting and participate fully in the discussion but may not vote. Student members of the Steering Committee may regularly attend faculty meetings as non-voting members. Other students may make written petition to the Chair of the Faculty to attend faculty meetings with voice but not vote.

ARTICLE III OFFICERS OF THE FACULTY

The College Faculty shall elect a Chair and a Vice-Chair/Secretary who shall be its executive officers.

Section 1. The Chair of the Faculty

The Chair of the Faculty shall preside at College Faculty meetings and at meetings of the Steering Committee (see Article V). He/she shall be the representative of the College Faculty to the administration and to the Board of Trustees. The Chair of the Faculty shall be a tenured member of the College Faculty.

Section 2. Vice-Chair/Secretary of the Faculty

The Vice-Chair/Secretary of the Faculty shall assume the duties and responsibilities of the Chair in his/her absence. He/she shall compile and distribute the agendas and minutes of all regular and special meetings of the College Faculty. The Vice-Chair/Secretary shall be a tenured member of the Faculty.

Section 3. Term of Office

The term of office for the elected officers of the College Faculty shall be two years, beginning June 1. No elected officer shall succeed himself/herself.

Section 4. Election

The Nominating Committee shall nominate at least two candidates for each elected office and shall publish the slate at least 10 days prior to the election meeting. The College Faculty shall elect the Chair of the Faculty and the Vice-Chair/Secretary during the month of March. The election of these officers shall be from the list of nominees and from any additional nominations made from the floor of the faculty meetings. All nominations require prior consent.

Section 5. Recall

Any officer of the College Faculty may be recalled at a regular or special meeting by a two-thirds vote of the faculty present and voting.

Section 6. Unexpired Term of Office

Should a vacancy occur in either of these offices, the position shall be filled for the unexpired term by faculty election. The Nominating Committee shall prepare nominations for a special meeting of the College Faculty.

ARTICLE IV MEETINGS OF THE COLLEGE FACULTY

Section 1. Regular Meetings

Regular meetings shall be conducted at least monthly during the academic year.

Section 2. Special Meetings

Special meetings of the College Faculty may be held at any time during the academic year.

Section 3. Calling of Meetings

The authority to convene faculty meetings resides in the Steering Committee, which sets the agenda for regular meetings. The Chair of the Faculty or the Dean of the Faculty may call special faculty meetings.

Section 4. Quorum

The quorum for any regular or special meeting of the College Faculty shall consist of a simple majority of the voting members of the Faculty on campus that term. The Dean of the Faculty shall supply this number for announcement to the College Faculty at the first meeting of each term.

Section 5. Rules of Order

Robert's Rules of Order, when not in conflict with these Rules, shall be used as authority for the conduct of meetings of the College Faculty. The Faculty shall be served by a parliamentarian, who is appointed by the Steering Committee from among the members of the Faculty. The records of the Faculty's deliberations and minutes of its meetings shall be open for inspection.

ARTICLE V COMMITTEES OF THE COLLEGE

Section 1. Committee Structure

The College Faculty has delegated certain of its responsibilities to standing committees. These committees act on behalf of and report to the Faculty. All standing committee actions are subject to review by the Faculty, and substantial changes (as determined by the Steering Committee) must be enacted by the Faculty. Special committees of the Faculty of the College may be created by the Chair of the Faculty, by the Dean of the Faculty, or by the Dean of the College in consultation with the Steering Committee, or by action of the Faculty.

Section 2. Elections

Faculty members shall be elected to standing committees of the College during the month of April and shall publish the date at least 10 days prior to the election meeting. The Nominating Committee prepares nominations, but additional nominations may be tendered from the floor. All nominations require prior consent.

Section 3. Vacancies

Should a faculty vacancy occur, the electoral unit represented by the retiring member shall fill the vacancy at its next meeting. Should a student vacancy occur, the President of the Student Association shall appoint a student to fill the vacancy until the next Student Association election. A majority of any committee may require a member to resign in the event of gross neglect of duties. A majority of the electoral unit represented by a faculty or student member may recall the representative at any time.

Section 4. Procedures

Each faculty member shall be elected for a two-year term of office and each student member for a one-year term of office. Terms shall be staggered. Standing committees shall elect a chair and recording secretary at their first meeting. The chair of the committee shall be a faculty member. All standing committees shall normally meet at least once each month during the academic year. They may establish such subcommittees as are deemed proper for the conduct of business. (The recording secretary shall keep minutes of each meeting and distribute copies to the members of the Steering Committee.)

Section 5. Authority

Each standing committee shall report to the Steering Committee all important decisions and deliberations, and the Chair of the Faculty shall submit an annual report to the Faculty. The Steering Committee which establishes the agendas for faculty meetings, shall interpret the authority of the standing committees as set forth in these Rules.

Section 6. The Steering Committee

A. Responsibilities

The Steering Committee convenes and sets the agenda for regular faculty meetings; refers business to committees; monitors committee actions and refers reports and recommendations to the Faculty; receives and responds to concerns of faculty and students and refers these to the attention of the appropriate committee or officer of administration; stays any committee action for review by the Faculty and/or the Student Senate; regularly issues to faculty and students a report of committee activity; interprets these Rules, reviews them annually, and proposes to the Faculty any changes; acts on behalf of the Faculty when a quorum cannot be assembled.

B. Membership (5-2-2)

The following are voting members: The Dean of the Faculty; the Dean of the College; the Chair of the Faculty; the Vice-Chair/Secretary of the Faculty; three faculty members, elected by the Faculty from nominations so structured that, including the Vice-Chair, all four divisions are represented; the President of the Student Association; the Vice President of the Student Association.

Section 7. The Curriculum Committee

A. Responsibilities

The Curriculum Committee recommends to the Faculty changes in degrees, in degree requirements, in educational policies, and in the list of approved majors and minors. The Committee approves new courses, independent studies proposals, and changes in existing major and minor requirements; advises the Dean of the Faculty concerning course offerings, schedules and calendar; as well as priorities in retrenchment or expansion of faculty; advises the Dean of the College concerning academic advising; and approves catalog copy concerning the curriculum.

B. Membership (4-2-3)

The following are voting members: the four Division Heads; the Dean of the Faculty; the Dean of the College; the Vice President of the Student Association; two students elected at large. The Registrar serves as a non-voting member.

Section 8. The Committee on Standards

A. Responsibilities

The Committee on Standards represents the College community in proposing and enforcing academic and social standards; review cases of inadequate academic performance and imposes probation or dismissal; reviews cases of alleged violation of College regulations as referred by the Dean of the College and imposes probation, dismissal, or other action; recommends policies concerning honors designations.

B. Membership (4-2-3)

The voting members are: the Dean of the College, the Registrar, four faculty members, one from each Division elected by the faculty; the President of the Student Association; three students elected at large by the Student Association.

Section 9. Admissions Committee

A. Responsibilities

The Admissions Committee represents the Faculty in determining admissions standards; establishing general admissions policies and procedures; assisting in student recruitment activities; and advising and assisting in the interviewing of students for scholarships.

B. Membership (4-3-4)

The following are voting members: the Dean of the College; the Director of Admissions; the Director of Athletics; four faculty members, one from each Division elected at large; four students, elected at large by the Student Association.

Section 10. The Committee on Financial Aid

A. Responsibilities

The Committee on Financial Aid shall establish general policies concerning scholarships, loans, and employment opportunities offered as financial aid by the College; recommend scholarship allocations; and assist in the stewardship of financial aid programs.

B. Membership (4-4-4)

The following are voting members: the Dean of the College; the Director of Student Aid; the Director of Admissions; the Director of Athletics; four faculty members elected at large; four students elected at large by the Rollins Student Association.

Section 11. The Intercollegiate Athletics Committee

A. Responsibilities

The Intercollegiate Athletics Committee represents the Faculty in establishing policy for the intercollegiate athletics programs at Rollins, including recruitment, scheduling, budgeting, and facilities usage.

B. Membership (3-3-3)

The following are voting members: the Dean of the College; the Director of Athletics; the Director of Student Aid; three faculty members elected at large; and three students elected at large by the Rollins Student Association.

Section 12. The Committee on Faculty Compensation and Professional Development

A. Responsibilities

The Committee on Faculty Compensation and Professional Development represents the Faculty in proposing and reviewing all policies, procedures, and criteria related to faculty evaluation, appointment, reappointment, tenure, and promotion; promulgating and sustaining professional ethics; establishing policy regarding leave, research and professional development programs; recommending compensation and faculty load policies.

B. Membership (1-1-2)

The voting members are: the Dean of the Faculty and four faculty members elected at large, and two students elected at large by the Rollins Student Association.

Section 13. The Nominating Committee

A. Responsibilities

The Nominating Committee represents the Faculty in preparing nominations for elected Faculty positions on standing committees; preparing nominations for the Chair of the Faculty and the Vice-Chair/Secretary of the Faculty; and prepares nominations for the College Faculty positions on the Council on Administration and Budgets and the Council on Academic Policies and Standards.

B. Membership (4-1-1)

The voting members are: the Dean of the Faculty; the President of the Student Association; and four tenured Faculty members elected at large.

Section 14. The Campus Life Committee

A. Responsibilities

The Campus Life Committee represents the College community in establishing and reviewing goals and policies regarding student life and co-curricular activities, including intramurals; establishes general policies regarding campus housing and conducts a regular review of organizations which are housing units; works to establish an optimal learning environment for students.

B. Membership (4-1-4)

The following are voting members: the Dean of the College; four Faculty members elected at large; the Vice President/Program Director of the Student Center; and three students elected at large by the Student Association.

Section 15. The Special Programs Committee

A. Responsibilities

The Special Programs Committee represents the College community in developing special programs that enhance the curriculum and reflect our institutional mission; approving off-campus programs, including overseas programs and winter term off-campus group studies; assisting on arranging faculty and student exchange programs; providing scholarships and fellowships; formulating policies for all such special programs.

B. Membership (4-1-3)

The following are voting members of the committee: the Assistant Dean of the Faculty for Special Programs; four faculty members, one from each Division, elected at large; three student members, elected at large by the Rollins Student Association.

Section 16. Honors Degree Program Supervisory Board

A. Responsibilities

The Honors Degree Supervisory Board represents the Faculty in setting admissions requirements, graduation requirements, and curriculum for the Honors Degree Program; admits all Honors Degree candidates; approves all individual student projects required for the Honors Bachelor of Arts Degree. reviews the academic status of Honors Degree candidates, having the right to impose academic warnings and dismissals from the Honors Degree Program.

B. Membership (3-3-3)

The following are voting members: The Dean of the Faculty; the Director of Admissions; the Registrar; the Director of the Honors Degree Program (a Faculty member); two Faculty members appointed by the Director of the Honors Degree Program, one of whom should also serve on the Curriculum Committee; and Three student representatives elected annually by and from the Honors Degree candidates.

ARTICLE V (continued)

Section 17. Other Standing Committees

- A. The following standing committees operate with responsibilities appropriate to their titles: the Health Sciences Advisory Committee; the Pre-Law Advisory Committee; the Recreation Committee; and the Lectures and Honors Committee. The members of these committees are appointed annually by the Dean of the Faculty in consultation with the Nominating Committee. An exception is the Recreation Committee whose members are appointed annually by the Dean of the College in consultation with the Nominating Committee.

- B. Department Heads, whose responsibilities are defined in Faculty-approved policy in the Faculty Handbook, in effect constitute a standing committee.

MEMORANDUM

ROLLINS COLLEGE

From Barry Levis, Chairman, C.A.P.S.

Date November 17, 1981

To ALL FACULTY

Copies To

Subject Revision of Article VIII of the All College By-laws

Attached please find the proposed Article VIII which C.A.P.S. has drafted for the consideration of the faculty. We will discuss these changes at the Faculty Colloquium on Thursday, November 19 and vote on them at the Faculty Meeting of November 30.

FACULTY BYLAWS
OF
ROLLINS COLLEGE

TABLE OF CONTENTS

Article	I	General Governance
Article	II	Faculty Membership and Suffrage
Article	III	Faculty Responsibilities, Rights, and Duties
Article	IV	Meetings of the Faculty
Article	V	Council on Administration and Budget
Article	VI	Council on Academic Policies and Standards
Article	VII	Officers of Administration
Article	VIII	Faculty Evaluation
Article	IX	Method of Amending Bylaws
Article	X	Authority

FACULTY BYLAWS

ARTICLE I

GENERAL GOVERNANCE

Section 1.

As stated in the Trustee Bylaws, the Faculty may adopt for its own government such principles and bylaws as shall seem desirable to promote efficiency and to facilitate its work, provided, however, that all such bylaws and principles shall be subject to the rules, regulations, and requirements as set forth by the Board of Trustees or from time to time as changed by such Board, and provided further that such bylaws and principles set forth by the Faculty shall not be in violation of the constitution or bylaws of this corporation or any law of the State of Florida. The records of the Faculty's deliberations and minutes of its meetings shall be open for inspection.

Section 2.

The standards set forth by the American Association of University Professors as published in AAUP Policy Documents and Reports, 1973 edition, when not in conflict with the College Charter, Trustee Bylaws, and these Bylaws, shall be binding on matters of academic freedom, appointments, tenure, faculty responsibility and accountability.

ARTICLE II

FACULTY

MEMBERSHIP AND SUFFRAGE

Section 1.

The following shall comprise the Faculty of Rollins College, shall have the right to attend faculty meetings, to vote on all matters pertaining to the Faculty, and unless otherwise specified in these Bylaws, shall possess all the usual rights and privileges accorded faculty members:

- A. Teachers serving full-time under academic appointments at the rank of instructor and above and administrative personnel of like rank.
- B. Librarians of faculty rank.
- C. Athletic coaches of faculty rank.

- D. Administrative and executive officers of the College with faculty rank. These officers shall not acquire faculty tenure by virtue of their administrative or executive offices.
- E. Teachers appointed to part-time positions shall have the right to attend faculty meetings but shall not have the right to vote.
- F. Teachers serving in full-time off-campus positions on an annual contract who are teaching regularly scheduled classes as a part of the Rollins curriculum for which credit is given toward a degree shall be considered voting members of the Faculty.

Section 2.

For administrative purposes the Rollins Faculty is divided into four School Faculties: The Arts Sciences Faculty, the Crummer Graduate Business Faculty, The Continuing Education Faculty, and the Education Human Development Faculty. The following shall comprise the Faculty of each School, shall have the right to attend the School's faculty meetings, and unless otherwise specified in these Bylaws, shall possess all the usual rights and privileges accorded faculty members.

- A. Teachers serving full-time under academic appointments in the School at the rank of instructor or above, and administrative personnel of like rank.
- B. Administrative and executive officers with faculty rank in the School. These officers shall not acquire faculty tenure by virtue of their administrative offices.
- C. Athletic coaches with faculty rank in the School.
- D. Teachers serving in full-time off-campus positions on an annual contract who are teaching regularly scheduled classes as a part of the School's curriculum for which credit is given toward a degree shall be considered voting members of the School Faculty.
- F. A librarian with faculty rank shall be designated by the Library Faculty to attend the School's faculty meetings for the purpose of liaison, but shall not have the right to vote.

FACULTY BYLAWS

ARTICLE III

FACULTY RESPONSIBILITIES, RIGHTS AND DUTIES

Section 1. Academic Authority and Responsibility

Under the authority vested in the Faculty by the Board of Trustees, the Faculty shall be responsible for providing a program of instruction of high quality for the students of Rollins College, including those enrolled in its four Schools and in the Patrick Air Force Base Branch. Each Faculty shall be responsible for the proper functioning of sound academic procedures within its School.

- A. Each Faculty shall prescribe the qualifications for admission of students to the School and to all its programs of instruction.
- B. Each Faculty shall be responsible for devising and approving a curriculum of studies for its instructional programs.
- C. Each Faculty shall establish sound academic requirements for the pursuit of these studies.
- D. Each Faculty shall prescribe the attainments requisite for graduation in its programs and shall nominate and recommend to the Board of Trustees candidates for all degrees and for all other diplomas to be issued on the satisfactory completion of courses of study.

Section 2. Co-curricular Authority and Responsibility

- A. The Faculty shall promote the welfare of those under instruction and shall have the responsibility for the maintenance of good order and discipline within the student body. Recognizing the desire of students to participate responsibly in their own government, the Faculty provides students the opportunity to enhance their education outside of the classroom by governing themselves according to the governance documents of the Rollins Student Associations.
- B. The Rollins Student Associations may adopt for their own government such constitutions, bylaws, and codes of conduct as they shall deem desirable to promote

efficiency and facilitate their work, provided, however, that such documents shall be subject to the rules, regulations, and requirements set forth by the Faculty and shall not be in violation of the Rollins Faculty Bylaws, the Charter or Bylaws of Rollins College, or any law of the State of Florida. The records of the Rollins Student Associations and minutes of all meetings shall be open for inspection.

Section 3. The College Calendars

A Faculty shall fix the calendars for its academic programs. Commencement, the day of conferring degrees, shall be during the last week of May or the first week of June. A Faculty may recommend at any time to the Executive Committee of the Board of Trustees a change in the time of a commencement.

Section 4. Election of Committees

The Rollins Faculty and the four School Faculties shall elect such committees as are deemed necessary to carry out their responsibilities and shall have the right to delegate some of their authority to those committees.

Section 5. Final Authority

The final authority in all matters coming within the jurisdiction of the Faculty shall rest in the Faculty. The final authority of the Faculty is subject to the following regulations:

- A. The President of the College has the power of veto. If the President vetoes a measure passed by the Rollins Faculty, he/she shall present his/her reasons to the Faculty.
- B. Should any measure so vetoed be reconsidered and passed again by the Faculty, enforcement of the measure shall stand suspended until decided by the Board of Trustees.
- C. When the Board of Trustees is required to consider a measure, the Chair of the Council on Administration and Budget shall request the Faculty to elect three representatives who shall be charged with presenting the Faculty's views to the Board.

FACULTY BYLAWS

The Executive Committee of the Board of Trustees, exercising its customary powers of acting for the Board between regular meetings, shall be requested by the President of the College or by the Chair of the Council on Administration and Budget to meet as soon as practicable.

ARTICLE IV

MEETINGS OF THE FACULTY

Regular and special meetings of the Rollins Faculty are attended by the Faculty as defined in Article II, Section 1. Administrative officers without faculty rank may attend meetings but shall not have the right to vote. Student representatives may attend meetings to observe the proceedings or make reports if they have the permission of the presiding officer.

Section 1. Regular Meetings

There shall be a regular meeting of the Rollins Faculty prior to the October, February and May meetings of the Board of Trustees.

Section 2. Special Meetings

Special meetings of the Faculty may be called by the President of the College, or in his/her absence, by the Provost. A special Faculty meeting shall be called by the President as soon as practicable upon receipt of a written petition signed by one-third of the Faculty or upon receipt of a written request from a majority of the elected members of either the Council on Administration and Budget or the Council on Academic Policies and Standards.

Section 3. Quorum

A quorum for a meeting of the Rollins Faculty shall consist of a simple majority of the voting members of the Faculty for any given term.

Section 4. Rules of Order

Robert's Rules of Order, when not in conflict with these Bylaws, shall be used as authority for the conduct of meetings of the Faculty and

its Councils. At its meetings, the Faculty is served by a parliamentarian appointed for a term of three years by the Council on Administration and Budget.

ARTICLE V

COUNCIL ON ADMINISTRATION AND BUDGET

Section 1. Membership

The membership of the Council shall consist of the President of the College, the Provost, the Vice-President for Business and Finance, the Vice-President for Development and College Relations, four elected members from the School of Arts Sciences Faculty, one elected member from each of the other School Faculties and one elected member from the Library.

Section 2. Terms of Office

The elected members of the Council shall serve three-year terms. Their terms of office shall be staggered so that approximately one-third of the elected membership changes each year.

Section 3. Responsibilities and Duties

The Council consults on matters relating to the general administrative policies of Rollins College and on matters relating to the College budget.

A. The Council reviews the structure of administrative responsibilities and advises on the establishment of new administrative positions and the elimination of unnecessary ones. The Council advises on the evaluation and professional development of administrators.

B. The Council advises on policies relating to important services of the College such as, but not restricted to, the administrative computing and data processing services, central word-processing service, bookstore, food service, campus safety, physical plant, purchasing, and personnel.

FACULTY BYLAWS

- C. The Council participates in short and long range planning and recommends priorities regarding institutional research.
- D. The Council advises on priorities in funding on-going programs and operations, including faculty compensation, and advises on funding capital projects.
- E. The Council sets the agenda for and convenes all regular meetings of the Rollins Faculty. The Council appoints a parliamentarian for a three-year term of office.
- F. The Council acts as a nominating committee for all elected positions to both Councils or may delegate to a School the responsibility of nominating candidates for election to vacant positions.
- G. The Council has the responsibility, should any question of meaning arise, to interpret these Bylaws, the actions of the Councils or the actions of the Faculty subject to the restrictions set down in Article III, Section 5 of these Bylaws.

Section 4. Vacancies

Should a vacancy occur among the elected members of the Council, the body represented by the retiring member shall fill the vacancy at its next regular meeting.

Section 5. Procedures

Each year the Council shall elect a Chair from among its elected Faculty representatives. The Chair of the Council or his/her designate shall also chair meetings of the Rollins Faculty. The Council shall elect from among its members a Secretary who shall also serve as Secretary for all meetings of the Rollins Faculty. Minutes of all meetings of the Council shall be kept as shall minutes of all meetings of the Faculty. The President of the College shall call the first meetings of the Council each academic year and shall establish a schedule of regular Council meetings.

Section 6. Authority

The Chair of the Council on Administrative and Budget policy shall report to the Rollins Faculty any important decisions or

deliberations, and the Chair shall file an annual written report in the Office of the President. Unless otherwise stated in these bylaws, the Council shall determine its own procedures.

ARTICLE VI

COUNCIL ON ACADEMIC POLICIES AND STANDARDS

Section 1. Membership

The membership shall consist of the Provost, four elected representatives from the School of Arts Sciences, one elected representative from each of the other Schools, and one elected representative from the Library.

Section 2. Terms of Office

The elected members of the Council shall serve three-year terms. Their terms of office shall be staggered so that approximately one-third of the elected membership changes each year.

Section 3. Duties and Responsibilities

The Council shall advise the Provost and the Rollins Faculty on matters relating to the general educational policies of the College. It shall advise on the consonance of all programs with the mission of the institution.

- A. A Task Force on Library Policy, composed of some Council members plus other faculty and officers of the administration, meets with the Director of Libraries to advise on matters of library policy and recommend on the allocation of the purchasing budget among the Schools and their academic programs.
- B. A Task Force on Computer Services, composed of some Council members plus other faculty and officers of the administration, meets with the Director of Computer Services and advises on matters of academic computer service policy.
- C. A Task Force on Faculty Research, composed of some Council members plus other faculty and officers of the

FACULTY BYLAWS

administration, meets with the Provost to determine policies, procedures and budgets affecting faculty research.

D. The Council members, with the exception of the Provost, serve as a college-wide evaluation committee as described in Article VIII, Section 3, paragraph G.

E. The Council shall act as a Judicial body, under procedures outlined in the AAUP Policy Documents and Reports, when serious or recurring complaints are brought against a member of the Faculty. The Council shall recommend action to the President of the College. When the Council is called upon to act as a Judicial body any council member may ask to be excused from the proceedings for personal reasons. No more than two faculty members of the Council may be excused from the Judicial body by request of the subject(s) of the Judicial proceedings. All excused Council members are to be replaced by alternates elected by the bodies which they represent. The Provost participates in Judicial sessions as a non-voting member.

Section 4. Vacancies

Should a faculty vacancy occur, the body represented by the retiring member shall fill the vacancy at its next meeting.

Section 5. Procedures

The Council shall elect a Chair from among its elected faculty representatives. A Secretary elected by the Council from among its members shall keep minutes of the meetings. The Provost shall be responsible for calling the first meeting of the academic year and for establishing a schedule of meetings for the full Council. The Chair of the Council shall call meetings of the college-wide evaluation committee.

Section 6. Authority

Either the Provost or the Chair of the Council shall report to the Rollins Faculty any important decisions or deliberations and the Chair shall submit an annual written report to be kept on file in the Office of the Provost. Unless otherwise stated in the Bylaws, the Council shall determine its own procedures.

ARTICLE VII

OFFICERS OF ADMINISTRATION

(This Article is to be revised and amended by the Faculty during the fall of 1981-82.)

ARTICLE VIII

FACULTY EVALUATION

Section 1. Faculty Evaluation Committee

A. Duties, Powers, and Responsibilities

- (1) Every member of the faculty shall be subject to review by an evaluation committee, which shall be responsible for assisting in the professional development of each member of the faculty. The committee shall meet at least annually for the evaluation of non-tenured faculty. Tenured faculty shall be subject to a periodic evaluation as described in Section 5. Additional evaluation of tenured faculty members may be requested by the Provost, by the Dean of the School or Director of the Libraries, by a majority of the committee members, or by the faculty member to be evaluated.
- (2) The Faculty Evaluation Committee shall make recommendations according to procedures outlined in Section 4 on matters relating to faculty reappointment, promotion, tenure and salary. Recommendations for improving teaching effectiveness shall be made directly to the faculty member evaluated.

B. Membership

The evaluation committee shall consist of at least four faculty members. One member, who shall be appointed by the Provost from a list of at least three nominees prepared by the department or school, shall be from outside the candidate's school or division whichever applies. Each school

FACULTY BYLAWS

faculty shall be responsible for the composition and selection procedures for the remainder of the evaluation committee in keeping with guidelines established by AAUP Policy Documents and Reports.

Section 2. Authority

A. Faculty Appointments

- (1) All faculty appointments shall be made by the President upon recommendation of the Provost and the Dean of the School or Director of Libraries in which the appointment is to be made. The Dean or Director shall not recommend the appointment of anyone of whom a majority of the members of the appointee's department disapproves.
- (2) If a new appointment must be made during a vacation period when the members of the department cannot be consulted, the Dean or Director may recommend as he/she sees fit. If an appointment is made under such conditions, the members of the department may submit statements of approval or disapproval of the appointment to the Provost; these statements shall be considered during the evaluation of that candidate for reappointment.

B. Faculty Reappointments and Tenure

- (1) Reappointments shall be made by the President only with the approval of a majority of the members of the evaluation committee and after review by the Provost and the appropriate Dean or Director. All appointments and reappointments made during a faculty member's probationary period are terminal appointments for not more than three years.
- (2) The probationary period for faculty members shall be not less than four years nor more than seven years, unless the candidate has had at least four years full teaching at other college level institutions. In the latter case, the probationary period shall be not less than three years nor more than four years. Scholarly leave of absence for one year or less will count as part of the probationary period as if it were prior service at another institution, unless the individual and the institution agree in writing to

an exception to this provision at the time the leave is granted.

- (3) Tenure may not be awarded or denied until the candidate has completed the minimum probationary period. The Board of Trustees, upon recommendation by the President, may grant exceptions to the minimum duration of the probationary period, but only in unusual circumstances. Appointment to tenure shall be made by the Board of Trustees only after the President and a majority of the evaluation committee have so recommended.

C. Faculty Promotions and Salary Determinations

- (1) The evaluation committee, the Provost, and the appropriate Dean or Director shall review faculty rank of both tenured and non-tenured faculty, and shall make recommendations concerning promotions to the President. Promotions in faculty rank up to and including associate professor shall be made by the President of the College; promotion to the rank of professor shall be made by the Board of Trustees and upon the recommendation of the President.
- (2) The evaluation committee may make recommendations concerning merit increases to the President. The President shall determine faculty salaries on an annual basis.

D. Retirement

- (1) The retirement age is 70 years. Normal retirement shall be effective at the date of the regular commencement following the seventieth birthday. A faculty member may be retained beyond this age, on annual appointment, at the discretion of the President after consultation with the Provost and with the approval of a majority of members of the appropriate department. Exceptions to these requirements may be granted by the Board of Trustees upon recommendation by the President and with prior approval of the Provost and a majority

FACULTY BYLAWS

of the members of the appropriate department.

- (2) When a faculty member is eligible for retirement, he/she shall be notified by September 1 of the previous year whether he/she is to be retired or receive annual appointment. He/she shall be so notified by the President after consultation as described in (1).

Section 3. Criteria for Evaluation

A. The following criteria apply to faculty reappointment, promotion, granting of tenure, and merit salary increases. They shall be used whenever possible as guidelines to determine whether a faculty member's work and professional contribution have been consonant with the requirements or expectations assumed contractually when joining the faculty, or afterward; the expected performance of normal work load activities; and the expected assumption of responsibilities in addition to the normal work load.

Given the variety of duties and services performed by the faculty, all stated criteria may not apply to each person or may not apply in the stated order of importance. Each school shall determine the relative weight of the various criteria and shall incorporate the rank ordering in the evaluation section of their school by-laws.

3. General Criteria

1. Teaching Effectiveness. This incorporates some or all of the following abilities, which will be partially evaluated by use of anonymous student forms: to organize, articulate, and clarify knowledge and skills; to be aware of and understand new developments in teaching; to stimulate intellectual curiosity and encourage independent inquiry; to encourage critical thought and discussion; to develop intellectual interests, habits, and attitudes at the appropriate level; to develop the personality, self-confidence, and methods needed to enhance the instructor's own learning, and to teach with contagious enthusiasm; to prepare and to work continually to improve courses which will challenge students at the appropriate levels of their abilities; to construct, grade, and demonstrate useful tests or other means of evaluating learning; to maintain objectivity when encountering a variety of student potentials; to exercise good judgment in assignment of out-of-class work loads; to maintain regular office hours and availability for conferences with students; to encourage student discipline in the performance of work assigned; to help students test the validity of assumptions about the subject, themselves, and their lives; and to assist

students in taking the initiative in decision making.

2. **Advising.** Faculty members are responsible for providing academic counseling for students assigned to them and approving the course programs each term. The Dean or Director shall be responsible for informing the evaluation committee of a candidate's performance as an adviser. The evaluation committee shall then consult with the candidate in an effort to measure his effectiveness.
3. **Professional Adjustment.** This includes professional and ethical behavior in relations with colleagues and students; and respect for the opinions and rights of others, without surrendering the right to dissent.
4. **Committee Work.** This may include service on standing or special committees and subcommittees, with regular performance of duties, including those of chairman, if applicable; and faculty evaluation committees.
5. **Research, Writing, Publication, and Performance.** These include research, and scholarly writing in progress; creative writing in progress; published work in Journals, books, and professionally refereed newspapers; public performance and art exhibitions; papers at professional meetings; and creative work completed or written but not published.
6. **Professional Advancement.** This includes post-graduate degree study; consultation which enhances professional capabilities; participation in professional seminars, institutes, clinics, or workshops; and self-education by study or travel.
7. **Professional Societies.** These activities include attendance and participation; committee work; and offices held or other leadership roles assumed.
8. **Honors.** These include academic and non-academic recognition of a professional or personal achievement, including cash or other awards.
9. **Community Service and Public Relations.** These include lectures, speeches, talks, or sermons to public or private groups; other community activities, including volunteer service.
10. **Other Faculty Activity.** This includes teaching or other activity, in or out of the conventional classroom or laboratory structure.

FACULTY BYLAWS

such as that done by faculty in the Library and Physical Education Departments. Because of the nature of such work, it must be evaluated by one criterion: effective performance of responsibilities not specifically covered by any or all of the preceding criteria. This effectiveness may also have to be determined largely by the Dean or Director.

C. Specific Criteria for Promotion

It is the expressed intent of College policy that no promotion, except as provided below for instructors who receive the terminal degree, is to be regarded as automatic, but that it must be earned by merit demonstrated by all applicable activities.

1. Promotions in rank shall be made in accord with the criteria described below.

a. Promotion to Assistant Professor

For persons employed at the initial rank of instructor pending attainment of the terminal degree promotion to the rank of assistant professor will be automatic upon their receiving the terminal degree provided they meet all other criteria for reappointment.

Instructors who have not received the doctorate or the terminal degree in the appropriate field may be promoted to assistant professor only if the evaluation committee concludes that all criteria for reappointment have been met and that the individual's continued employment is justified by exceptional conditions, such as the followings:

(1) The individual's contribution to the College has been outstanding;

(2) If applicable, progress on the terminal degree is significant

enough so that this degree will be awarded within a year.

b. Promotion to Associate Professor

Persons holding the rank of assistant professor may be promoted to the rank of associate professor after a minimum of four (4) years full-time teaching in a senior institution at the assistant professor level, of which at least two (2) years have been at this institution.

FACULTY BYLAWS

If the Dean or Director and the evaluation committee believe that the individual's contribution to the College, professional growth and potential warrant the promotion, then upon their recommendations to the President, the promotion may be granted. Only in exceptional cases will promotion to the rank of associate professor be considered for individuals not holding the terminal degree in the appropriate field.

c. Promotion to Professor

Faculty members with the terminal degree in the appropriate field holding the rank of associate professor may be promoted to professor after a minimum of five (5) years full-time experience in a senior institution at the rank of associate professor, of which at least three (3) years have been at this institution. The Board of Trustees, upon recommendation by the President, may grant exceptions to these minimum durations, but only in exceptional circumstances.

For promotion to the rank of professor, the individual must receive the recommendations of the evaluation committee, the department head, and the Provost to the President; and the President's recommendation to the Board of Trustees. The criteria for such promotions shall be the same as those for reappointment and tenure, with the additional stipulation that the candidate has earned the distinction of the rank of professor by means of scholarly publication or comparable professional achievement, as defined by criterion 5, set forth in Subsection 2.

Section 4. Procedures.

A. Each school shall establish by-laws which provide for appropriate procedures for faculty evaluation for reappointment, tenure and promotion. Among other provisions, each school should require the Dean or Director to appoint chairmen for such committee meetings as are necessary and to supply the committee with all pertinent information regarding candidates. The chairman of the committee shall be charged with soliciting information and recommendations from faculty members and students within the school or department. The candidate shall be required to provide a statement of professional accomplishments and plans relevant to the evaluation.

B. (1) Evaluation committees shall prepare a report and recommendations which must be submitted to the appropriate Dean or Director by February 1 on first reappointment, by October 15 on second reappointment, and by April 1 of the preceding year on third and subsequent reappointments. At this time, all

FACULTY BYLAWS

recommendations concerning decisions of reappointment, promotion, and the granting of tenure must be submitted to the appropriate Dean or Director.

(2) The Dean or Director must review the evaluation and if he/she concurs forward said recommendation to the Provost by February 15 on first reappointment, by November 15 on second reappointment, and by May 1 of the preceding year on third and subsequent reappointments. Tenured faculty who are eligible for promotion shall come under the May 1 deadline. If the Dean or Director dissents from the recommendation of the Evaluation Committee, he/she must indicate said dissent in writing and must meet with the Evaluation Committee to discuss said dissent within 7 days for a first reappointment and 14 days for a second and subsequent reappointments.

C. The Provost shall submit the recommendations of the School together with his/her recommendations to the President of the College in time for the President to reply by the deadlines set forth in paragraph D. If the Provost does not concur with the recommendation of the School, he/she must state the grounds of said dissent in detail in writing and must meet with the Dean or

Director and Evaluation Committee according to the procedure of the School, within 7 days for first reappointments and 14 days for the second and subsequent reappointments.

D. The President shall notify each candidate of reappointment or non-reappointment during the probationary period. For candidates with one year appointments, notification of reappointment shall be in writing by March 1 of any probationary year, such to include the terms of conditions of reappointment. Notification of non-reappointment shall be in writing by March 1 of the first probationary year, by December 15 of the second probationary year, and by September 1 of the third and subsequent years. For candidates with two- or three-year appointments, notification of nonreappointment for cause shall have the same deadlines as for those with one year appointments. Notification of reappointment for candidates with two- and three-year appointments shall be in writing by March 1 of the final year of the previous appointment, such notification to include the terms and conditions of reappointment. Notice of appointment or non-appointment to tenure shall be in writing by September 1 of the final probationary year. In all cases failure to notify a candidate by these dates shall constitute automatic reappointment for one year unless the candidate in the final probationary year.

E. Recommendations for tenure and promotion and for annual appointment after retirement age shall be submitted to the Council on Academic Policies and Standards by May 1 of the calendar year prior to appropriate action.

FACULTY BYLAWS

Meetings without the Provost, the C.A.P.S. serves as a college-wide evaluation committee which reviews evaluation procedures and recommendations to determine whether a candidate for tenure or promotion has met the evaluation criteria specified by his/her colleagues. No member of the C.A.P.S. may participate in the review of recommendations made by evaluation committees of which he/she is a member.

The C.A.P.S. shall require each School to submit for its approval a statement of evaluation criteria and standards. These statements should not conflict with the general criteria stated in Article VIII but should specify the nature, quantity and recency of "Research, Writing, Publication and Performance" --set forth in Section 3B (5)--deemed sufficient to justify recommending tenure or promotion. Statements may also include criteria specific to a particular discipline and therefore not mentioned in the

general criteria.

The C.A.P.S. shall send its report to the Provost by May 22. Notification of the Council's recommendations shall be made to each candidate at that time.

The Provost shall submit these recommendations together with his/her recommendations to the President of the College by June 15.

- F. (1) Any candidate may appeal the final recommendations of the evaluation committees to the Faculty Evaluation Review Committee within fifteen days after receipt of the final evaluation report. This committee shall consist of four faculty members elected at large from a list of nominees prepared by the Council on Academic Policies and Standards at the Fall Term faculty meetings. Additional nominees may be made from the floor. Members of the Faculty Evaluation Review Committee shall serve staggered terms of two years. The faculty shall also elect two faculty members to serve as alternate members of the Faculty Evaluation Review Committee. The alternate members shall replace any regular member who may resign before the expiration of the two year term.

FACULTY BYLAWS

- (2) No member of the Faculty Evaluation Review Committee may participate in an appeal action concerning an evaluation committee to which the member belonged or an appeal from the member's own department. In such cases, the member must resign and be replaced by an alternate until the appeal has been concluded. Should more than two members or alternate members resign, the Faculty shall hold a special election to fill the vacancies.
- (3) The Review Committee shall examine the procedures which were followed in the evaluation process to determine if they were in keeping with the by-laws of the school of the candidate, these by-laws, and the standards established in AAUP Policy Documents and Reports, 1977 edition. It is not within the purview of the Review Committee to examine the substantive questions raised in the evaluation process which must reside within the candidate's own evaluation committee. The Review Committee shall then send its recommendations

along with those of the evaluation committee to the President. A copy of the recommendations of the Review Committee must be presented to the candidate by February 1, or, in the case of first appointment, by February 15.

- (4) Any candidate may appeal the decision of the President to the Faculty Evaluation Review Committee, which, in turn, will report its deliberations to the President who shall reconsider the initial decision in light of the recommendations of the Review Committee. The Review Committee's procedures shall be the same as those described for an appeal from an evaluation committee.

Section 5. Evaluation of Tenured Faculty.

Faculty Evaluation Committees are charged with the responsibilities of encouraging improved teaching and continued professional growth for all members of the faculty. In keeping with this obligation, each school must specify in their by-laws periodic evaluations of tenured faculty members. The primary purpose of continued assessment shall be to encourage tenured members of the faculty to reappraise their

FACULTY BYLAWS

performances in search of greater effectiveness and to assist them in the identification and correction of any deficiencies. Should the committee detect deficiencies which are particularly significant or find that a tenured faculty member is in extraordinary need of assistance, it may initiate the evaluation proceedings at any time in the manner prescribed in Article VIII, Section 1, A (1). If an evaluation committee concludes, after proper and deliberate proceedings, that a tenured member of the faculty should be dismissed, it shall issue a formal report to the President recommending dismissal and specifying the grounds for such recommendations. In all cases the tenured faculty member shall be entitled to all of the rights and safeguards stipulated in the preceding sections of these Bylaws.

ARTICLE IX

METHOD OF AMENDING BYLAWS

These Bylaws, or any provision thereof, may be abrogated or amended at

MEMORANDUM

ROLLINS COLLEGE

From Robert Marcus, Provost *Rob*

Date November 19, 1981

To Professor Barry Levis

Copies To All Faculty

Subject Amendment to Faculty Bylaws Article VIII, Section 1 D (1) Retirement

Jesse Morgan and Anna Currie have pointed out a problem with the revised Bylaw article on Retirement. Retirement age remains 65 years until July 1, 1982. Moreover, because there is a change in the benefit package after age 65, it is necessary to define both "normal" and "mandatory" retirement. The following amendment, which I hope you will introduce on November 30, has been drafted by Anna and would meet these conditions:

Prior to July 1, 1982, normal and mandatory retirement age is defined as the last day of the academic year in which age 65 is attained. Effective July 1, 1982, normal retirement age is defined as the last day of the academic year in which age 65 is attained. Mandatory retirement is effective the last day of the academic year in which age 70 is attained. A faculty member may be retained beyond this age, on annual appointment at the discretion of the President after consultation with the Provost and with the approval of a majority of members of the appropriate department. Exceptions to these requirements may be granted by the Board of Trustees upon recommendation by the President and with prior approval of the Provost and a majority of the appropriate department.

November 19, 1981

Amendment to Bylaws - Article VIII, Section 3, Part A (p. 14)

In place of the second paragraph of part A, substitute the following paragraph:

Recognizing that the faculty's main goal is the education of our students, criterion 1 on teaching effectiveness shall take precedence; for the faculties of the Library and the Department of Physical Education, criterion 10 shall take precedence. Due to the variety of duties and services performed by the faculty, all other stated criteria may not apply to each person or may not apply in the stated order of importance. Each school shall determine the weight of the other criteria relative to criterion 1. Each school shall incorporate that rank ordering in the evaluation section of their school by-laws.

Bob Carson

PROPOSED AMENDMENTS TO THE FACULTY BYLAWS
FOR CONSIDERATION AT THE FACULTY MEETING
NOVEMBER 30, 1981

SUBMITTED BY: ALEXANDRA SKIDMORE,
PRESIDENT, ROLLINS CHAPTER, AAUP
NOVEMBER 23, 1981

INTRODUCTION

The following proposed bylaws amendments are suggested after study of the 1977 AAUP Policy Documents and Reports, hereinafter referred to as the Redbook.

Some of the proposed amendments are suggested because of the following AAUP position statement (see p. 17 of the Redbook):

"Faculty status and related matters are primarily a faculty responsibility; this area includes appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal. The primary responsibility of the faculty for such matters is based upon the fact that its judgment is central to general educational policy

The responsibility for identifying individuals whose appointments are to be terminated should be committed to a person or group designated or approved by the faculty. The allocation of this responsibility may vary according to the size and character of the institution, the extent of the terminations to be made, or other considerations of fairness in judgment."

The amendments are suggested also in the spirit of trying to minimize the "them" and "us" schism which too frequently exists on this campus. More communication is necessary, not more opportunity for adversarial relationships; faculty evaluation (among other things) should be a joint faculty-administrative effort from the very beginning of the process.

Articles having to do with deadline dates with regard to reappointment, tenure, and promotion seem unnecessarily complicated and not in total agreement with AAUP statements. Thus, my suggested amendments replace complicated dates with the AAUP statement found on p. 16 of the Redbook.

With regard to dismissal of tenured faculty, I suggest we be very careful. The AAUP devotes an entire article of the Redbook to this topic and it is discussed in several other sections. In particular, the Redbook states (see p. 5):

"One persistent source of difficulty is the definition of adequate cause for the dismissal of a faculty member.... The present statement assumes that individual institutions will have formulated their own definitions of adequate cause for dismissal, bearing in mind the 1940 statement and standards which have developed in the experience of academic institutions."

As a result, one of the proposed amendments deletes the meaty part of the paragraph on dismissal of tenured faculty. One hopes that we shall soon have a definition of adequate cause for dismissal.

We should make every effort to adopt AAUP policy statements into our structure; we could save ourselves much time and dissatisfaction if we make use of the AAUP's experience in higher education.

PROPOSED AMENDMENTS

MOTION 1. Editorial changes to make committees plural:

Change "committee" to "committees" in the title of Section 1.

Section 1., Subsection A., Paragraph (1):

Delete "Every member... members of the faculty. The Committee".

Insert "Every member of the teaching faculty shall be subject to review by an evaluation committee. Each committee shall be responsible for assisting in the professional development of members of the faculty. The Committees".

Section 1., Subsection A., Paragraph (2):

Delete "teaching effectiveness".

Insert "professional effectiveness".

Section 1., Subsection B.:

Delete "the evaluation committee".

Insert "each evaluation committee".

MOTION 2. Section 2., Authority

Insert a new subsection at the beginning as follows:

B. Terms of Appointment

(1) The terms and conditions of every appointment to the faculty will be stated or confirmed in writing, and a copy of the appointment document will be supplied to the faculty member. Any subsequent extensions or modifications of an appointment, and any special understandings, will be stated or confirmed in writing and a copy will be given to the faculty member.

(2) ~~With the exception of special appointments clearly limited to a brief association with the institution, and reappointments of retired faculty members on special conditions, all full-time appointments to the rank of instructor or higher are of two kinds:~~
(a) probationary appointments; (b) appointments with continuous tenure.

(3) Except for faculty members who have tenure status,
(2) every person with a teaching or research appointment of any kind will be informed each year in writing of his/her appointment and of all matters relative to his/her eligibility for the acquisition of tenure.

Passed

omit

MOTION 3. Section 2., Subsection B., paragraph (1)

Delete "and after review by the Provost and the appropriate Dean or Director".

No Insert "and only after consultation with the appropriate Dean or Director".

MOTION 4. Section 2., Subsection B., paragraph (1):

No Insert, after "three years", the phrase, "subject to renewal".

MOTION 5. Section 2., Subsection B., paragraph (2):

Insert at the end of the second sentence, the phrase: >°
", even if the total full-time service in the profession thereby exceeds seven years; the terms of such extension will be stated in writing at the time of initial appointment."

MOTION 6. Section 2., Subsection B., paragraph (3): >°

No Delete sentence 2: "The Board...circumstances."
Insert "The President, with approval of C.A.P.S., may recommend to the board the granting of exceptions to the minimum duration of the probationary period, but only in unusual circumstances."

MOTION 7. Section 2., Subsection C., paragraphs (1) and (2): >°

No In paragraph (1), delete "The evaluation committee, the Provost, and the appropriate Dean or Director shall"

Insert "The evaluation committees, in consultation with the Provost and the appropriate Dean or Director, shall"

In paragraph (2), change "committee" to "committees".

POINT OF CLARIFICATION: Section 2., Subsection D. on retirement. What of retirement at age 65? What of early retirement?

MOTION 8. If Motion 2 carries, change all old subsection letters A - D to B - E.

MOTION 9. Section 3., Subsection A., Criteria for Evaluation

Insert a new first paragraph as follows:

No "The criteria upon which reappointment and tenure recommendations are to be made must be approved by a majority of the faculty."

POINT OF CLARIFICATION: The existing first paragraph is not complete - see the last phrase.

MOTION 10. Section 3., Subsection A., paragraph 2.

See Dr. R. Carson's proposed amendment.

X MOTION 11. Section 3., Subsection B.1.

Delete "This incorporates some or all...student forms"

Insert "This incorporates some or all of the following abilities:"

Insert at end of paragraph: "Teaching effectiveness will be partially evaluated by use of anonymously submitted student forms."

X MOTION 12. Section 3., Subsection B.4.

Delete "and faculty evaluation committees."

Insert "; faculty evaluation committees; special division committees; departmental administrative responsibilities, including service as department head."

X MOTION 13. Section 3., Subsection B.6.

Delete the word "degree".

MOTION 14. Section 3., Subsection B.

Add a new item:

"11. Extensive Program Development. This includes the development of new major or minor programs of study which could require retraining of a faculty member in another academic field and which extends over a period of several years at an intensive level."

MOTION 15. Section 3., Subsection C.1.b.. Promotion to Associate Professor or delete "If the Dean or Director...field."

Insert "If the evaluation committee believes that the individual's contribution to the college, professional growth, and potential warrant the promotion, then upon their recommendation to the president, the promotion may be granted. Only in exceptional cases will promotion to the rank of associate professor be considered for individuals not holding the terminal degree in the appropriate field. These exceptional cases will be defined by each department of the College or other School faculty in consultation with the appropriate Dean or Director." *determined*

POINT OF CLARIFICATION: There is no statement of criteria for the granting of tenure as there was in the old "Faculty Evaluation Policies and Procedures" document (p. 40). However, these "Criteria for Tenure" are referred to in Section 3., Subsection C.1.c. Promotion to Professor, and again in Section 4., Subsection E.

Let us assume that criteria will be defined.

MOTION 16. Section 3., Subsection C.l.c. Promotion to Professor

In paragraph 2 insert, after "The Department Head", the phrase
", where appropriate, the Dean or Director"

MOTION 17. Section 3., Subsection C.l.c. Promotion to Professor

If Motion 14 carries, insert at the end of the subsection the
phrase: "or has contributed exceptionally to the College in a
manner as defined by Criterion 11 of Subsection B."

X MOTION 18. Section 4., Subsection A.

Insert, after "Procedures", the phrase "and committees".

Delete the sentence "Among other provisions candidates."

Insert "Each school should require the Dean or Director to supply
the committees with all pertinent information regarding the
candidate."

Change "Chairman of the committee" to Chairmen of the committees".

Change "The candidate shall be required to provide a statement"
to "Candidates shall be required to provide statements"

MOTION 19. Section 4, Subsection B, paragraph (1)

Line 3, delete "by February 1...reappointments."

Line 3, insert after "Director":

"in advance of the expiration of the appointment as follows:

- (1) by February 1 of the first academic year of service
if the appointment expires at the end of that year;
or, if a one-year appointment terminates during an
academic year, four months in advance of termination;
- (2) by November 15 of the second academic year of service
if the appointment expires at the end of that year;
or, if an initial two-year appointment terminates
during an academic year, at least 7 months in advance
of termination;
- (3) at least 13 months before the expiration of an appoint-
ment after two or more years of service at the institu-
tion.

MOTION 20. Section 4.

Delete Subsection B., paragraph (2).

Delete Subsection C.

Delete Subsection D.

X Editorial in nature

Insert a new Subsection C. to replace old Subsection D. as follows:

Section D

"C. The President shall notify each candidate of reappointment or non-reappointment during the probationary period. Regardless of the stated term or other provisions of any appointments, written notice that a probationary appointment is not to be renewed will be given to the faculty member in advance of the appointment expiration, as follows:

Passed

- (1) Not later than March 1 of the first academic year of service if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination;
- (2) Not later than December 15 of the second academic year of service if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination;
- (3) At least twelve months before the expiration of an appointment after two or more years of service at the institution.

Notice of non-appointment to tenure shall be in writing by September 1 of the final probationary year. In all cases failure to notify a candidate by these dates shall constitute automatic reappointment for one year.

The institution will normally notify faculty members in writing of the terms and conditions of their renewals by March 15, but in no case will such information be given later than April 15.

MOTION 21. Section 4., Subsection E.

Paragraph 2, delete "meeting without the Provost."

Paragraph 3, delete "school". Insert "Department of the College and the other schools".

Delete "quantity".

Delete the phrase within parentheses and insert "(Section 3.B.5.) or extensive program development (Section 3.B.11.)".

Paragraph 4, Replace "Provost" by "President".

Delete paragraph 5: "The Provost shall submit...by June 1."

POINT OF CLARIFICATION: It is not clear to which evaluation committee or committees section 4. Subsection F. applies, since C.A.P.S is also acting as an evaluation committee. See paragraphs (1), (3), and (4) of that subsection.

MOTION 22. Section 5. Evaluation of tenured faculty.

Delete "should the committee detect...bylaws."

ROLLINS COLLEGE

BYLAWS OF THE FACULTY OF THE COLLEGE

ARTICLE I
GENERAL GOVERNANCE

These Bylaws (hereinafter referred to as "the Rules") define the governance system for the Faculty of the College. These Rules are issued under the authority of the Bylaws of the College. The Faculty of the College may adopt for its own governance such bylaws as shall seem desirable to promote effectiveness and efficiency, provided however that all such bylaws shall be subject to the Bylaws of the College and to policies issued by the Rollins College Board of Trustees.

ARTICLE II
MEMBERSHIP AND SUFFRAGE

The voting membership of the Faculty of the College includes all full-time lecturers, instructors, assistant professors, associate professors, and professors, who are appointed to academic departments of the College and whose primary responsibility is to teach in the College. In addition, the following are ex officio members: the President of Rollins College, the Provost, the Dean of the Faculty, the Dean of the College, and other officers of administration holding faculty rank in departments of the College. All such members shall have the right to attend faculty meetings, to vote on all matters pertaining to the Faculty, and unless otherwise specified in these Rules, shall possess all the usual rights and privileges accorded to Faculty members.

Other officers of administration whose responsibilities relate to the College and adjunct faculty appointed to academic departments of the College shall be non-voting members of the College Faculty, eligible to attend meetings and participate fully in discussion. A librarian with faculty rank shall be designated by the Library Faculty as a non-voting member for purposes of liaison. (A list of these officers of administration will be published at the beginning of each academic year.) Whenever the agenda includes business recommended by a committee on which students serve, those students may attend the meeting and participate fully in the discussion but may not vote. Student members of the Steering Committee may regularly attend faculty meetings as non-voting members. Other students may make written petition to the Chair of the Faculty to attend faculty meetings with voice but not vote.

ARTICLE III
OFFICERS OF THE FACULTY

The College Faculty shall elect a Chair and a Vice-Chair/Secretary who shall be its executive officers.

Section 1. The Chair of the Faculty

The Chair of the Faculty shall preside at College Faculty meetings and at meetings of the Steering Committee (see Article V). He/she shall be representative of the College Faculty to the administration and to the Board of Trustees. The Chair of the Faculty shall be a tenured member of the College Faculty.

Section 2. Vice-Chair/Secretary of the Faculty

The Vice-Chair/Secretary of the Faculty shall assume the duties and responsibilities of the Chair in his/her absence. He/she shall compile and distribute the agendas and minutes of all regular and special meetings of the College Faculty. The Vice-Chair/Secretary shall be a tenured member of the Faculty.

Section 3. Term of Office

The term of office for the elected officers of the College Faculty shall be two years, beginning June 1. No elected officer shall succeed himself/herself.

Section 4. Election

The Nominating Committee shall nominate at least two candidates for each elected office and shall publish the slate at least 10 days prior to the election meeting. The College Faculty shall elect the Chair of the Faculty and the Vice Chair/Secretary during the month of March. The election of these officers shall be from the list of nominees and from any additional nominations made from the floor of the faculty meetings. All nominations require prior consent.

Section 5. Recall

Any officer of the College Faculty may be recalled at a regular or special meeting by a two-thirds vote of the faculty present and voting.

Section 6. Unexpired Term of Office

Should a vacancy occur in either of these offices, the position shall be filled for the unexpired term by faculty election. The Nominating Committee shall prepare nominations for a special meeting of the College Faculty.

ARTICLE IV
MEETINGS OF THE COLLEGE FACULTY

Section 1. Regular Meetings

Regular meetings shall be conducted at least monthly during the academic year.

Section 2. Special Meetings

Special meetings of the College Faculty may be held at any time during the academic year.

Section 3. Calling of Meetings

The authority to convene faculty meetings resides in the Steering Committee, which sets the agenda for regular meetings. The Chair of the Faculty or the Dean of the Faculty may call special faculty meetings.

Section 4. Quorum

The quorum for any regular or special meeting of the College Faculty shall consist of a simple majority of the voting members of the Faculty on campus that term. The Dean of the Faculty shall supply this number for announcement to the College Faculty at the first meeting of each term.

Section 5. Rules of Order

Robert's Rules of Order, when not in conflict with these Rules, shall be used as authority for the conduct of meetings of the College Faculty. The Faculty shall be served by a parliamentarian, who is appointed by the Steering Committee from among the members of the Faculty. The records of the Faculty's deliberations and minutes of its meetings shall be open for inspection.

ARTICLE V COMMITTEES OF THE COLLEGE

Section 1. Committee Structure

The College Faculty has delegated certain of its responsibilities to standing committees. These committees act on behalf of and report to the Faculty. All standing committee actions are subject to review by the Faculty, and substantial changes (as determined by the Steering Committee) must be enacted by the Faculty. Special committees of the Faculty of the College may be created by the Chair of the Faculty, by the Dean of the Faculty, or by the Dean of the College, in consultation with the Steering Committee, or by action of the Faculty.

Section 2. Elections

Faculty members shall be elected to standing committees of the College during the month of April. The Nominating Committee prepares nominations (and shall publish the slate at least 10 days prior to the election meeting), but additional nominations may be tendered from the floor. All nominations require prior consent.

Section 3. Vacancies

Should a faculty vacancy occur, the electoral unit represented by the retiring member shall fill the vacancy at its next meeting. Should a student vacancy occur, the President of the Student Association shall appoint a student to fill the vacancy until the next Student Association election. A majority of any committee may require a member to resign in the event of gross neglect of duties. A majority of the electoral unit represented by a faculty or student member may recall the representative at any time.

Section 4. Procedures

Each faculty member shall be elected for a two-year term of office and each student member for a one-year term of office. Terms shall be staggered. Standing committees shall elect a chair and recording secretary at their first meeting. The chair of the committee shall be a faculty member. All standing committees shall normally meet at least once each month during the academic year. They may establish such subcommittees as are deemed proper for the conduct of business. (The recording secretary shall keep minutes of each meeting and distribute copies to the members of the Steering Committee.)

Section 5. Authority

Each standing committee shall report to the Steering Committee all important decisions and deliberations, and the Chair of the Faculty shall submit an annual report to the Faculty. The Steering Committee which establishes the agendas for faculty meetings, shall interpret the authority of the standing committees as set forth in these Rules.

Section 6. The Steering Committee

A. Responsibilities

The Steering Committee convenes and sets the agenda for regular faculty meetings; refers business to committees; monitors committee actions and refers reports and recommendations to the Faculty; receives and responds to concerns of faculty and students and refers these to the attention of the appropriate committee or officer of administration; stays any committee action for review by the Faculty and/or the Student Senate; regularly issues to faculty and students a report of committee activity; interprets these Rules, reviews them annually, and proposes to the Faculty any changes; acts on behalf of the Faculty when a quorum cannot be assembled.

B. Membership (5-2-2)

The following are voting members: The Dean of the Faculty; the Dean of the College; the Chair of the Faculty; the Vice-Chair/Secretary of the Faculty; three faculty members, elected by the Faculty from nominations so structured that, including the Vice-Chair, all four divisions are represented; the President of the Student Association; the Vice President of the Student Association.

Section 7. The Curriculum Committee

A. Responsibilities

The Curriculum Committee recommends to the Faculty changes in degrees, in degree requirements, in educational policies, and in the list of approved majors and minors. The Committee advises departments concerning new courses, independent studies proposals, and changes in existing major and minor requirements; advises the Dean of the Faculty concerning course offerings, schedules and calendar, as well as priorities in retrenchment or expansion of faculty; advises the Dean of the College concerning academic advising; and advises departments concerning catalog copy concerning the curriculum. The committee approves courses to fulfill all-college requirements.

B. Membership (4-2-3)

The following are voting members: the four Division Heads; the Dean of the Faculty; the Dean of the College (or designate); three students elected at large. The Registrar serves as a non-voting member.

Section 8. The Committee on Standards

A. Responsibilities

The Committee on Standards represents the College community in proposing and enforcing academic and social standards; reviews cases of inadequate academic performance and recommends probation or dismissal; acts as an Appeal Board for alleged violation of College regulations as referred by the Dean of the College and recommends probation, dismissal, or other action; recommends policies concerning honors designations.

B. Membership (4-2-3)

The voting members are: the Dean of the College, the Registrar, four faculty members, one from each Division elected by the faculty; the President of the Student Association; three students elected at large by the Student Association.

Section 9. Admissions Committee

A. Responsibilities

The Admissions Committee represents the Faculty in determining admissions standards; establishing general admissions policies and procedures; assisting in student recruitment activities; and advising and assisting in the interviewing of students for scholarships.

B. Membership (4-2-4)

The following are voting members: the Dean of the College (or designate); the Director of Admissions; four faculty members, one from each Division elected at large; four students, elected at large by the Student Association.

Section 10. The Committee on Financial Aid

A. Responsibilities

The Committee on Financial Aid shall establish general policies concerning scholarships, loans, and employment opportunities offered as financial aid by the College; recommend scholarship allocations; and assist in the stewardship of financial aid programs.

B. Membership (4-4-4)

The following are voting members: the Dean of the College (or designate); the Director of Student Aid; the Director of Admissions; the Director of Athletics; four faculty members elected at large; four students elected at large by the Rollins Student Association.

Section 11. The Intercollegiate Athletics Committee

A. Responsibilities

The Intercollegiate Athletics Committee represents the Faculty in establishing policy for the intercollegiate athletics programs at Rollins, including recruitment, scheduling, budgeting, and facilities usage.

B. Membership (3-3-3)

The following are voting members: The Dean of the College (or designate); the Director of Athletics; the Director of Student Aid; three faculty members elected at large; and three students elected at large by the Rollins Student Association.

Section 12. The Committee on Faculty Compensation and Professional Development

A. Responsibilities

The Committee on Faculty Compensation and Professional Development represents the Faculty in proposing and reviewing all policies, procedures, and criteria related to faculty evaluation, appointment, reappointment, tenure, and promotion; promulgating and sustaining professional ethics; establishing policy regarding leave, research and professional development programs; recommending compensation and faculty load policies.

B. Membership (4-1-2)

The voting members are: the Dean of the Faculty and four faculty members elected at large, and two students elected at large by the Rollins Student Association.

Section 13. The Nominating Committee

A. Responsibilities

The Nominating Committee represents the Faculty in preparing nominations for elected Faculty positions on standing committees; preparing nominations for the Chair of the Faculty and the Vice-Chair/Secretary of the Faculty; and prepares nominations for the College Faculty positions on the Council on Administration and Budgets and the Council on Academic Policies and Standards.

B. Membership (4-1-1)

The voting members are: the Dean of the Faculty; the President of the Student Association (or designate); and four Faculty members elected at large.

Section 14. The Campus Life Committee

A. Responsibilities

The Campus Life Committee represents the College community in establishing and reviewing goals and policies regarding student life and co-curricular activities, including intramurals; establishes general policies regarding campus housing and conducts a regular review of organizations which are housing units; works to establish an optimal learning environment for students.

B. Membership (4-1-4)

The following are voting members: the Dean of the College (or designate); four Faculty members elected at large; the Vice President/Program Director of the Student Center; and three students elected at large by the Student Association.

Section 15. The Special Programs Committee

A. Responsibilities

The Special Programs Committee represents the College community in developing special programs that enhance the curriculum and reflect our institutional mission; approving off-campus programs, including overseas programs and winter term off-campus group studies; assisting and arranging faculty and student exchange programs; providing scholarships and fellowships; formulating policies for all such special programs.

B. Membership (4-1-3)

The following are voting members of the committee: the Assistant Dean of the Faculty for Special Programs; four faculty members, one from each Division, elected at large; three student members, elected at large by the Rollins Student Association.

Section 16. Honors Degree Program Supervisory Board

A. Responsibilities

The Honors Degree Supervisory Board represents the Faculty in setting admissions requirements, graduation requirements, and curriculum for the Honors Degree Program; admits all Honors Degree candidates; approves all individual student projects required for the Honors Bachelor of Arts Degree; reviews the academic status of Honors Degree candidates, having the right to impose academic warnings and dismissals from the Honors Degree Program.

B. Membership (3-3-3)

The following are voting members: The Dean of the Faculty; the Director of Admissions; the Registrar; the Director of the Honors Degree Program (a Faculty member); two Faculty members appointed by the Director of the Honors Degree Program, one of whom should also serve on the Curriculum Committee; and three student representatives elected annually by and from the Honors Degree candidates.

Section 17. Other Standing Committees

- A. The following standing committees operate with responsibilities appropriate to their titles: the Health Sciences Advisory Committee; the Pre-Law Advisory Committee; the Recreation Committee; and the Lectures and Honors Committee. The members of these committees are appointed annually by the Dean of the Faculty in consultation with the Nominating Committee. An exception is the Recreation Committee whose members are appointed annually by the Dean of the College in consultation with the Nominating Committee.
- B. Department Heads, whose responsibilities are defined in Faculty-approved policy in the Faculty Handbook, in effect constitute a standing committee.

ARTICLE VI FACULTY EVALUATION

Section 1. Faculty Evaluation Committees

A. Duties, Powers, and Responsibilities

- (1) Every member of the faculty shall be subject to review by an evaluation committee, which shall be responsible for assisting in the professional development of each member of the faculty. The committee shall meet at least annually for the evaluation of non-tenured faculty. Tenured faculty shall be subject to a periodic evaluation as described in Section 5. Additional evaluation of faculty members may be requested by the Provost, by the Dean of the Faculty, by majority of the committee members, or by the faculty member to be evaluated.
- (2) Each Faculty Evaluation Committee shall make recommendations according to procedures outlined in Section 4 on matters relating to faculty reappointment, promotion, tenure and merit salary increases. Recommendations for improving professional effectiveness shall be made directly to the faculty member evaluated.

B. Membership

- (1) The membership shall consist of:
 - a. all faculty members of the appropriate department with the exception of any Visiting faculty or administrators; and
 - b. one faculty member from outside the division and one from within the division but not the department, who shall be appointed by the Provost upon recommendation of the Dean of the Faculty from two lists of at least three nominees each prepared by the department.
 - c. In the event that the sum of the members from a. and b. above minus the person being evaluated is less than 4, additional members will be appointed by the Dean of the Faculty in priority order from a list prepared by the department. Such additional members shall not bring the total to more than four.

- (2) The appropriate department head shall serve as chairperson of the committee. When the chairperson is the person being evaluated, an interim chairperson shall be elected by the committee from the other members of the department on the committee.
- (3) No faculty member shall serve on more than one evaluation committee outside his or her department.
- (4) Committee membership may be modified for faculty members who hold joint appointments or who have specially designated non-teaching responsibilities. Such modification requires approval of the appropriate department head(s) and the Dean of the Faculty.

Section 2. Authority

A. Faculty Appointments

- (1) All tenure-track faculty appointments shall be made as the result of national searches. Although the department to which the candidate will be appointed will usually conduct such searches, a special search committee may be established when appropriate. The composition of all search committees and the search procedures with respect to affirmative action shall be decided by the department or the special search committee subject to the approval of the Dean of the Faculty and the Affirmative Action officer. Each search committee shall have one faculty member from outside the department who will be appointed by the Affirmative Action officer in consultation with the Dean of the Faculty and the department.
- (2) The appropriate department head (or the chairperson of the search committee, if different) is directly responsible for the conduct of a search, for polling the department membership, and for submitting faculty appointment recommendations to the Dean of the Faculty. Such recommendations shall include rank and credit for prior experience. No one may be appointed to a tenure-track faculty position unless a majority of the members of the appointee's department approves.

B. Terms of Appointment

Faculty appointments may be made to tenure-track or visiting positions. However, no appointment may last beyond seven successive years without granting tenure. In exceptional circumstances, and with the unanimous approval of the department and the approval of the Dean of the Faculty and of the Steering Committee, appointment to the Faculty may be made with tenure. Such appointment must be confirmed by the Board of Trustees.

C. Faculty Reappointments and Tenure

- (1) Initial appointments of tenure-track faculty shall be for a two-year period. Thereafter, a one-year contract or tenure may be awarded, according to the conditions set forth below and in the College Bylaws.

- (2) Reappointments shall be made by the Provost. They will not be made without the approval of a majority of the evaluation committee.
- (3) The probationary period for tenure for faculty members shall not be less than four years nor more than seven years, unless the candidate has had at least four years full-time teaching at other senior college level institutions. In the latter case, the probationary period shall be not less than three years nor more than four years, even if the total full-time service in the profession thereby exceeds seven years. Scholarly leave of absence for one year or less will count as part of the probationary period as if it were prior service at another institution, unless the individual and the institution agree in writing to an exception to this provision at the time the leave is granted.
- (4) Tenure may not be awarded or denied until the candidate has completed the minimum probationary period. The faculty member shall only be considered for tenure upon his/her request and upon submission of documentation supporting his/her request to the department head. Appointment to tenure shall be made by the Board of Trustees; such appointment will not be made without the approval of the majority of the evaluation committee.

D. Faculty Promotions and Salary Determinations

- (1) The evaluation committee, the Provost, and the Dean of the Faculty shall make recommendations concerning promotions to the President. Promotions in faculty rank up to and including associate professor shall be made by the President of the College; promotion to the rank of professor shall be made by the Board of Trustees and upon the recommendation of the President. Promotions will not be granted without the approval of the majority of the evaluation committee.
- (2) General salary guidelines are proposed by the Committee on Faculty Compensation and Professional Development. Merit increases for individual faculty are recommended in accordance with the policies prepared by this Committee and endorsed by the College faculty.

E. Retirement

Normal retirement age is defined as the last day of the academic year in which age 65 is attained. Mandatory retirement is effective the last day of the academic year in which age 70 is attained. A faculty member may be retained beyond this age, on annual appointment at the discretion of the President after consultation with the Provost and with the approval of a majority of members of the appropriate department. Exceptions to these requirements may be granted by the Board of Trustees upon recommendation by the President and with prior approval of the Provost and a majority of the appropriate department.

Section 3. Criteria for Evaluation

A. General Criteria

The criteria for faculty reappointment, promotion, tenure, and merit salary increases shall be the following:

1. Teaching effectiveness
2. Advising
3. Professional adjustment
4. Professional Advancement; and Research, Writing, Publication, and Performance
5. Committee work
6. Professional society activity
7. Honors
8. Community service and public relations
9. Other faculty activity

These criteria shall be defined and assessed according to the Statement on Faculty Evaluation Policy and Procedures. Teaching effectiveness shall take precedence over all other criteria.

B. Specific Criteria for Promotion

It is the expressed intent of College policy that no promotion, except as provided below for instructors who receive the terminal degree, is to be regarded as automatic, but that it must be earned by merit demonstrated by all applicable activities. Promotions in rank shall be made in accord with the criteria described below.

(1) Promotion to Assistant Professor

For persons employed at the initial rank of instructor pending attainment of the terminal degree promotion to the rank of assistant professor will be automatic upon their receiving the terminal degree provided they meet all other criteria for reappointment.

Instructors who have not received the doctorate or the terminal degree in the appropriate field may be promoted to assistant professor only if the evaluation committee and the Dean of the Faculty conclude that all criteria for reappointment have been met and that the individual's continued employment is justified by exceptional conditions, such as the following:

- (a) The individual's contribution to the College has been outstanding,
- (b) If applicable, progress on the terminal degree is significant enough so that this degree will be awarded within a year.

(2) Promotion to Associate Professor

Persons holding the rank of assistant professor may apply for promotion to the rank of associate professor after a minimum of four (4) years full-time teaching in a senior institution at the assistant professor level, of which at least two (2) years have been at this institution.

If the evaluation committee believes that the individual's contribution to the College, professional growth, and potential warrant the promotion, then upon its recommendation to the President the promotion may be granted. Only in exceptional cases will promotion to the rank of associate professor be considered for individuals not holding the terminal degree in the appropriate field or not having completed the minimum number of years. These exceptional cases will be determined by each department of the College or other school faculty in consultation with the Dean.

(3) Promotion to Professor

Faculty members with the terminal degree in the appropriate field holding the rank of associate professor may apply for promotion to professor after a minimum of five (5) years full-time experience in a senior institution at the rank of associate professor, of which at least three (3) years have been at this institution. The Board of Trustees, upon recommendation by the President, may waive these minimum durations, but only in exceptional circumstances.

For promotion to the rank of professor, the individual must receive the recommendation of the evaluation committee to the President, and the President's recommendation to the Board of Trustees. The criteria for such promotions shall be the same as those for reappointment and tenure, with the additional stipulation that the candidate has earned the distinction of the rank of professor by means of scholarly publication or comparable professional achievement, as defined by each department's criteria as approved by the Council on Academic Policies and Standards.

Section 4. Procedures

- A. The Dean of the Faculty shall notify department heads of all eligible candidates and deadlines for reappointment, promotion, and tenure, and shall supply the committees with any pertinent information regarding candidates. The department head shall collect information as set forth in the Statement of Faculty Evaluation Policy and Procedures.
- B. (1) Evaluation committees shall prepare a report and recommendations which must be submitted to the Dean of the Faculty by February 1 on first reappointment, by October 15 on second reappointment, and by April 1 of the preceding year on third and subsequent reappointment. At this time, all recommendations concerning decisions of reappointment, promotion, and the granting of tenure must be submitted to the Dean of the Faculty.
- (2) The Dean of the Faculty must review the evaluation and if he/she concurs forward said recommendation to the Provost by February 15 on first reappointment, by November 15 on second reappointment, and by May 1 of the preceding year on third and subsequent reappointments. Recommendations for promotion to any rank other than Professor shall come under the May 1 deadline. The Dean of the Faculty shall forward by May 1 recommendations for tenure or promotion to Professor to the Council on

Academic Policies and Standards as outlined in paragraph E below. If the Dean of the Faculty dissents from the recommendation of the Evaluation Committee, he/she must indicate said dissent in writing and must meet with the Evaluation Committee to discuss said dissent within 7 days for a first reappointment and 14 days for second and subsequent reappointments.

- C. The Provost shall submit the recommendations of the School together with his/her recommendations to the President of the College in time for the President to reply by the deadlines set forth in paragraph D. If the Provost dissents from the recommendations of the School, he/she must indicate said dissent in writing and must meet with the Evaluation Committee to discuss said dissent within 7 days for first reappointments and 14 days for the second and subsequent reappointments.
- D. The President shall notify each candidate of reappointment or non-reappointment during the probationary period. Regardless of the stated term or other provisions of any appointments, written notice that a probationary appointment is not to be renewed will be given to a faculty member in advance of the appointment expiration, as follows:
 - (1) Not later than March 1 of the first academic year of service if the appointment expires at the end of the year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination;
 - (2) Not later than December 15 of the second academic year of service if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination;
 - (3) At least twelve months before the expiration of an appointment after two or more years of service at the institution.

Notice of non-appointment to tenure shall be in writing by September 1 of the final probationary year. In all cases failure to notify a candidate by these dates shall constitute automatic reappointment for one year.

The institution will normally notify faculty members in writing of the terms and conditions of their renewals by March 15, but in no case will such information be given later than April 15.

- E. Recommendations for tenure and promotion to Professor shall be submitted by the Dean to the Council on Academic Policies and Standards by May 1 of the calendar year prior to appropriate action.

The C.A.P.S. shall send its report to the Provost by May 22. Notification of the Council's recommendations shall be made to each candidate at that time.

The Provost shall submit these recommendations together with his/her recommendations to the President of the College by June 15.

- F. Candidates may appeal final recommendations of the Evaluation Committee or the President according to procedures stated in Article VIII, Section 4 of the Rollins College Faculty Bylaws.
- G. When a faculty member is eligible for retirement, he/she shall be notified by September 1 of the previous year whether he/she is to be retired or receive annual appointment by the President upon recommendation by the Dean of the Faculty and the Provost.

Section 5. Evaluation of Tenured Faculty

Faculty Evaluation Committees are charged with the responsibilities of encouraging improved teaching and continued professional growth for all members of the faculty. Tenured faculty shall be evaluated every four years.

The primary purpose of continued assessment shall be to encourage tenured members of the faculty to reappraise their performances in search of greater effectiveness and to assist them in the identification and correction of any deficiencies. Should the committee detect deficiencies which are particularly significant or find that a tenured faculty member is in extraordinary need of assistance, it may initiate the evaluation proceedings at any time.

ARTICLE VII AMENDMENT PROCEDURE

These Bylaws, or any provision thereof, may be abrogated or amended at any meeting of the Faculty by a two-thirds vote of the Faculty present and voting, provided that a notice one week prior to the meeting shall contain a copy of the proposed amendment or amendments. The amendment ultimately made, if any, need not be in the exact form in which it was sent to each Faculty member, but must deal with the same subject matter.

Responsibilities of the Provost

George H. Harrison

The Provost and Vice President for Academic Affairs is the First Vice President and the chief academic officer of the College and reports to the President. The Provost is responsible for overall academic policies and standards, the review of all academic programs and academic support services, coordination among these programs and services, the overall academic budget, the allocation of academic facilities, institutional research and studies, general faculty governance, professional development, the fostering of research, liaison with national and other outside academic organizations, and the protection of academic freedom and professional ethics and serves as affirmative action officer for faculty matters. The Provost has final responsibility for faculty appointments and for recommendations to the President and Board of Trustees on granting tenure and promotion to Professor. The Provost sits on the Council on Administration and Budgets and on the Council on Academic Policies and Standards. All Deans except the Dean of the Chapel, as well as the Directors of Libraries, Computer Services, Patrick Air Force Base Branch and Sponsored Projects report to and are evaluated by the Provost. The Vice President for Academic Affairs is Acting President in the absence of the President, provides academic liaison with the Vice Presidents for Finance and Development and with the Board of Trustees.

I. General Academic Policy and Standards

- Accreditation (SACS)
- Review of degree programs
- Academic liaison with Trustees
- Consortia
- Liaison with national organizations

II. Academic Administration and Support Services

- Deans
- PAFB Branch
- Libraries and Archives
- Computer Services
- Sponsored Projects
- Academic Budgets
- Administrative Evaluation
- Academic Facilities
- Institutional Research and Reports
- Affirmative Action Policy

III. Faculty (general)

- Faculty appointments
- Faculty promotion, tenure
- Faculty Compensation policy
- Academic Freedom/Professional Ethic
- Faculty Personnel Records
- Grant applications
- Faculty Research
- Professional Leave/Sabbatical Policy
- Institutional nominations of faculty
- Faculty Honors and Awards
- Faculty Orientation
- Faculty Handbook (general sections)
- Faculty Emeriti policy
- Rollins Faculty Governance

IV. Governance Roles

- Acting President
- Council on Administration and Budgets
- Council on Academic Policies and Standards

Responsibilities of the Dean of the Faculty

The Dean of the Faculty reports to the Provost and is responsible for faculty and curricular matters in the College, including (subject to faculty approval) undergraduate continuing education. The Heads of departments are appointed by and report to the Dean of the Faculty. With appropriate faculty consultation the Dean schedules courses and faculty workload; develops, approves, monitors, and reviews curriculum, instruction, and calendar; evaluates workload and program needs; develops recommendations for faculty appointments, tenure, promotion, and compensation; monitors departmental budgets; promotes faculty development, including the administration of faculty travel and leaves; and supervises publications subject to final approval by the Provost. The Dean of the Faculty has responsibility for health sciences, pre-law and other pre-professional programs, 3-2 programs, faculty recommendations for graduate study and applications for external fellowships.

I. College Faculty

- Faculty Searches and Appointments
- Faculty Evaluation
- Promotion and Tenure Recommendations
- Compensation Recommendations
- Adjunct and Visiting Faculty Contracts
- Teaching Fellows
- Student Evaluation of Faculty/Courses
- Professional Development
 - Faculty Travel
 - Sabbaticals/Leaves
- Faculty Load/Released Time
- Faculty Handbook (College)
- Faculty Seminars
- Faculty Exchanges

II. Curriculum

- Degree Requirements
- Major and Minor Requirements
- Approval of New Programs and Courses
- Interdisciplinary Courses
- Experimental Courses
- Winter Term
- Area Studies Majors
- Honors Degree Programs
- Honors in the Major Field
- Academic Calendar
- Course Schedules
- Health Sciences Advisory Committee
- Pre-law Advisory Committee
- 3-2 Programs

Curriculum (continued)

- Independent Studies
- Departmental Curricular Review
- Grading System and Student Appeals
- Final Examination Policy
- Special Lectures
- Special Programs**
 - Overseas Programs
 - Off-Campus Group Studies
 - GLCA Programs
 - Internships
 - Student Exchange Programs
 - External Scholarships
 - Foreign Student Credentials

III. Academic Administration

- Academic Departments
 - Appointment & Evaluation of Dept. Heads
 - Department Heads Meetings
 - Department Budgets
- Continuing Education*
- Creative Arts
- College Catalog
- Academic Support Staff

IV. Governance Roles (College Committees)*

- Steering
- Curriculum
- Faculty Development & Compensation
- Nominating
- Lectures & Honors
- Honors Degree

*Pending Faculty Approval

**Assigned to Assistant Dean of the Faculty for Special Programs (Kate Reich)

From Robert Marcus, Provost *RM*

Date September 4, 1981

To Council on Administration and Budgets

Copies To

Subject Responsibility for Continuing Education and Undergraduate Offerings
in Business, Education and Criminal Justice

I have from time to time in the past year reported to the faculty on planning for continuing education. In January and February 1981, two groups of consultants visited the campus and reported on our continuing education activities. The results of these visits were discussed with an advisory committee and reported to the faculty. On May 12, 1981, I forwarded a progress report on continuing education to all faculty and officers of administration.

That memorandum outlined a set of objectives which reflected goals of the Planning Committee Report for Continuing Education. These goals included: faculty control of standards and curriculum, increased use of regular faculty for instruction, increase in noncredit work, revision of programs to improve sequencing of courses, reconsideration of degrees and programs, and detailed market information for program planning. Further discussion since May has convinced me that these goals can be reached more effectively than by the somewhat cumbersome temporary arrangements set forth in May.

I propose that the Dean of the Faculty take responsibility for all undergraduate instruction other than at the Patrick Branch. This would mean that the Director of Continuing Education would report to the Dean who would also assume responsibility for all undergraduate level offerings in business, education and human development, and criminal justice. This was not a solution that could easily have been envisioned last spring when Dan DeNicola was performing most of the job of Dean of the College as well as Dean of the Faculty. Now that the transition has been made and we have begun to look at the process of superintending the undergraduate schedules it becomes clear that there are many advantages to such an arrangement. In this arrangement, the person and faculty most concerned with the instruction given to undergraduates would have direct responsibility for the staffing and curriculum that generates that instruction. The faculty would have maximum control of pre-professional instruction given to undergraduates, enabling the faculty to insure that such work is appropriately limited in extent and infused with the spirit of the liberal arts.

Clearly with the College and Continuing Education under a single direction, the possibilities for flexible assignments for faculty and for increasing the options for students are maximized. And given the stringency with regard to staff on this campus, the potential for efficiencies in the use of administrative staff in such areas as registration and financial aid could also be significant.

Two more or less free-standing programs historically connected with the School of Continuing Education, the School of Creative Arts and the Master of Science in Criminal Justice, also require new administrative relationships. The activities of the School of Creative Arts are wholly within the subject areas of Arts and Sciences. Henceforth, it will report to Dean DeNicola who should proceed to examine its programs as recommended in the Planning Committee Report.

As also suggested in the Planning Committee Report, the MSCJ, being a graduate program, belongs in the School of Education and Human Development where it can be seen in relation to other forms of education for the helping professions. I have accelerated the timetable for moving this program because of the unexpectedly steep decline in its enrollment. Its decline, with the decline of LEEP funds, had been anticipated, but this year's enrollment is half of what we thought of as a pessimistic projection. Therefore, I have assigned the Director of the MSCJ program to report to the Dean of the School of Education and Human Development whom I have asked to consult with appropriate faculty and criminal justice professionals on possible future directions for the program.

The report of the College Board on Continuing Education will be in our hands no later than September 25, to aid us in our deliberations and planning. While I do not have details of the surveys yet, I know that the College Board is remarkably bullish on our prospects for meeting a wide variety of community needs with high quality programs. I believe that under the arrangements I have proposed, the faculty will be in a position to realize the great opportunities in continuing education that our history and role in the region present.

Responsibilities of the Dean of the College

The Dean of the College reports to the Provost and is responsible for the personal and academic development of students at Rollins. The Dean is responsible for admissions, student aid, counseling, career planning and placement, health services, residential life, athletics, campus safety, traffic control, veterans affairs, minority affairs, and student orientation. Working with the appropriate faculty committees, the Dean is responsible for monitoring standing and academic progress of undergraduate students and also provides support for student government, clubs and organizations. The Dean of the College is responsible for Convocation, Commencement, and student honors and recognitions.

I. Support Services

- Recruitment and Admissions
- Orientation for Students
- Financial Aid
- Study Counseling
- Career Planning and Placement
- Institutional Testing
- Personal Counseling
- Health Services
- Residential Life
- Commuting Student Services
- Campus Safety
- Traffic Control
- Veterans Affairs
- Minority Affairs
- Convocation
- Commencement

II. Undergraduate Standing and Progress

- Academic Advising
- Probation and Dismissal
- Readmission/Leaves of Absence
- Registration and Records*
- Discipline
- Transfer Policies
- Attrition/Retention Studies
- Honors at Graduation
- Communication with Parents
- Student Information and Reports
- Academic Honesty
- Dean's and President's Lists

III. Student Activities

- Student Government
- Class Organizations
- Fraternities/Sororities
- Independent Houses
- Student Clubs and Organizations
- Community Service
- Athletics and Recreation
- Student Center
- Publications
- Awards

IV. Governance Roles*

College Committees:

- Steering
- Curriculum
- Admissions
- Standards
- Student Publications
- Freshman Year/Orientation
- Financial Aid
- Athletics
- Residential Life (Housing)

*Pending faculty approval

Responsibilities of the Dean of the Crummer School

The Dean of the Crummer School reports to the Provost and is responsible for faculty, student, and curriculum matters in the Crummer Graduate School of Business. Working with his faculty, the Dean schedules courses and faculty workloads; develops, approves, monitors, and reviews curriculum, instruction, and calendar; evaluates workload and program needs; develops recommendations on faculty appointments, tenure, promotion, and compensation; develops and manages the School budget; promotes faculty development including the administration of faculty travel and leaves; and supervises publications subject to final approval by the Provost. The Dean, in concert with the Dean of the College, has responsibility for serving the needs of students in the Crummer School; in concert with the Vice President for Development has responsibility for relations with Crummer alumni and fund-raising for the Crummer School. In concert with the Provost, the Dean maintains appropriate liaison with professional accrediting agencies.

- | | |
|--|-------------------------------------|
| I. <u>Faculty</u> | Academic Administration (continued) |
| Faculty Searches and Appointments | Internship Program |
| Faculty Evaluation | Placement |
| Promotion & Tenure Recommendations | Orientation for Students |
| Adjunct Contracts | GMAT Exam |
| Student Evaluation of Faculty/Courses | |
| Professional Development Travel & Leaves | IV. <u>Student Activities</u> |
| Faculty Load/Released Time | MBA Association |
| Faculty Handbook | MBAA Newsletter |
| Faculty Seminars | Awards |
| Compensation Recommendations | |
| II. <u>Curriculum</u> | V. <u>Student Standing</u> |
| Degree Requirements | Academic Advising |
| Approval of New Programs/Courses | Probation and Dismissal |
| Academic Calendar | Registration and Records |
| Course Schedules | Discipline |
| Independent Studies | Dean's List |
| Grading System & Appeals | |
| Final Exam Policy | VI. <u>Academic Standards</u> |
| III. <u>Academic Administration</u> | AACSB Accreditation |
| Academic Support Staff | Liaison with Professional Societies |
| Non-credit Offerings | Liaison with Overseers |
| School Catalog & Brochures | |
| Recruitment & Admissions | |
| Financial Aid | |

Responsibilities of the Dean
of the
School of Education and Human Development

The Dean of the School of Education and Human Development reports to the Provost and is responsible for faculty, student, and curriculum matters in the School of Education and Human Development. Working with the faculty, the Dean schedules courses and faculty workloads; develops, approves, monitors, and reviews curriculum, instruction, and calendar; evaluates workload and program needs; develops recommendations on faculty appointments, tenure, promotion, and compensation; develops and manages the School budget; promotes faculty development including the administration of faculty travel and leaves; and supervises publications subject to final approval by the Provost. The Dean, in concert with the Dean of the College, has responsibility for serving the needs of students in the School of Education and Human Development; in concert with the Vice President for Development has responsibility for relations with the School of Education and Human Development alumni and fund-raising for the School. In concert with the Provost, the Dean maintains appropriate liaison with professional accrediting agencies.

- | | |
|--|---|
| <p>I. <u>Faculty</u></p> <ul style="list-style-type: none">Faculty Searches and AppointmentsFaculty EvaluationPromotion & Tenure RecommendationsAdjunct ContractsStudent Evaluation of Faculty/CoursesProfessional Development Travel & LeavesFaculty Load/Released TimeFaculty Handbook (School)Faculty SeminarsCompensation Recommendations | <p>Academic Administration (continued)</p> <ul style="list-style-type: none">Financial AidStudent TeachingInternship ProgramPlacementOrientation for StudentsMAT ExamCole Scholarship |
| <p>II. <u>Curriculum</u></p> <ul style="list-style-type: none">Degree RequirementsApproval of New Programs/CoursesAcademic CalendarCourse SchedulesTutorialsGrading System & AppealsFinal Examination PolicyM.A. CounselingM.EdEd.SM.S.C.J.MAT (Jointly with the College) | <p>IV. <u>Student Activities</u></p> <ul style="list-style-type: none">Kappa Delta PiPhi Delta KappaAwards |
| <p>III. <u>Academic Administration</u></p> <ul style="list-style-type: none">Academic Support StaffNon-credit OfferingsSchool Catalog & BrochuresRecruitment & Admissions | <p>V. <u>Student Standing</u></p> <ul style="list-style-type: none">Academic AdvisingProbation and DismissalRegistration and RecordsDisciplineDean's ListGraduation ListTeacher CertificationAdministrator CertificationCounselor Certification |
| | <p>VI. <u>Academic Standards</u></p> <ul style="list-style-type: none">Accreditation (NCATE, (ACES), (UCEA)Liaison with Professional SocietiesLiaison with State Department of Education |

*College
Subcommittee*

Governance - Academic Organization

The Provost is the chief academic officer reporting to the President. The Deans of the Faculty, the College, Crummer, and Education and Human Development, as well as the Directors of Libraries, Computer Services, Patrick Air Force Base Branch and Sponsored Projects report to the Provost. The Director of Continuing Education, assuming faculty approval, will report to the Dean of the Faculty. The Registrar, assuming faculty approval, will report to the Dean of the College and assume the title of Assistant Dean of the College and Registrar. A new table of organization will be prepared as soon as the Faculty has acted.

The Rollins Faculty is now organized as a Faculty rather than as a Senate. It has regular meetings in October, February and May. There are provisions for special meetings as well. The Faculty acts through two councils, a Council on Administration and Budgets (CAB) consisting of the President, the Vice Presidents, four elected members from the College, one elected member from each School and one elected member from the Library. One of the Faculty members is elected Chair—the senior position in faculty governance. The CAB advises on administrative organization, services, and budgets, and sets the agenda and convenes regular meetings of the Rollins Faculty. The second Council is the Council on Academic Policies and Standards (CAPS) consisting of the Provost, four elected representatives from the College, one elected representative from each School, and one elected representative from the Library. CAPS advises the Provost and the Rollins Faculty on general educational policies and has task forces on library, computer services, and faculty research. Minus the Provost, CAPS serves as the College Wide Evaluation Committee.

This is the general Rollins Faculty governance. In addition the governance provides for dividing the Rollins Faculty into four separate faculties: the College faculty, the Crummer faculty, the Education and Human Development faculty, and the Library faculty. These faculties are directly responsible for the functioning of each unit. They will be governed by documents which must be approved this fall by the Rollins Faculty. The principal governance of the ^{Rollins} ~~Faculty~~ will be through the individual school faculties with the general ~~governance~~ ^{Faculty} dealing with broad policy and the overall budget.

DESCRIPTION OF THE SCHOOL OF EDUCATION AND HUMAN DEVELOPMENT

Purpose, Philosophy, and Goals:

The School of Education and Human Development is a professional school which exists within the total academic structure of Rollins College. It is a separate entity which is closely affiliated with all other programs of the College, providing instruction and service built upon a strong foundation of quality educational, learning, and research programs at both the graduate and undergraduate levels.

The School of Education and Human Development is committed to providing instruction to students enrolled in graduate and undergraduate programs as well as service to a diverse population which includes the general community, social service and governmental agencies, the educational community, including both public and private schools, and the business community. These services are provided by various types of professional relationships and formats with the client groups of the School of Education and Human Development. These include: instruction, consultation, research, professional development, in-service programs, evaluation, and reporting.

The School of Education and Human Development operates on the assumption that all programs and services provided by the School need to be dynamic in nature and maintain high standards of academic excellence and professionalism. Local and state agencies, professional organizations, accrediting agencies, students, and professionals in various fields as well as the personnel of the School are all collaborators in the mission and service of the School. The willingness of these groups to share professional expertise and insights insures that the programs and services of the School of Education and Human Development will be flexible, effective and responsive to client need.

Vital to the commitment of the School of Education and Human Development to quality programs and services is the need for, focus on, and research in quality practice. Such research serves to enhance program innovation and development, to discover new knowledge, to increase professional skills, and to maximize the potential for the School of Education and Human Development to meet its stated goals and objectives.

Programs:

The School of Education and Human Development offers a variety of programs and services. These programs and services are based upon the skills of the faculty and relate directly to the needs of the client population and the stated goals and objectives of the School.

The instructional programs will educate leadership professionals in selected areas of practice; will satisfy certification needs, both preservice and in-service; will provide courses for personal development and enrichment; and will focus on research and experimental design at both the graduate and undergraduate levels. These programs allow for a variety of teaching methods, such as formal classroom presentations, workshops, institutes, and/or on-site training.

Program evaluation will be a major focus of the School of Education and Human Development. This ongoing evaluation process will insure that the programs and services offered by the School will be utilized to develop curricula; the scope and sequence of which will be consistent with the needs of clients, the mission of the School, and the standards established by the various, appropriate professional and accrediting associations.

The services to students offered by the School of Education and Human Development will include professional placement, academic and vocational advisement, and skill development.

Governance:

The School of Education and Human Development is a school which exists within the total academic and administrative structure of Rollins College; therefore, its governance structure reflects that of the larger institution. The key decision-making body of the School is the Dean and faculty meeting as a whole. This group sets the policy and structure for the school.

It is the responsibility of the Dean to provide leadership and support to all components of the School. He/she coordinates programs and services within the School and serves as liason with the academic, political, and professional communities. In addition, he/she is charged with the responsibility for performing the necessary administrative duties.

Administrative staff provides support for both faculty and administration in achieving the overall goals and objectives of the School under the direct supervision of the Dean. They carry out assigned administrative duties and help provide the services offered by the School.

Permanent and term faculty of the School are assigned, on the basis of their professional expertise, to any one of the following instructional teams: Administration and Supervision, Counseling, Teaching and Adult Learning, or Center for Quality Practice. Because of the unique needs of the programs and the diverse skills of the faculty, they may also be assigned to work with students in recruitment, advisement, and evaluation.

Advisory councils will be established to assist the School and its program development teams in insuring quality programming, to aid in funding, to receive community and government support, and to participate in the on-going assessment of the School's programs and services. The membership of these councils will be composed of representatives from groups such as: alumni, trustees, school personnel, agencies, governmental departments, foundations, and faculty and administrators from other schools and departments of Rollins College.

The Center for Quality Practice serves as an administrative vehicle for grants and contracts for the School. It has service as its focus and will utilize the skills of the School's permanent and term faculty as well as members of the School's Advisory Councils or other outside agents. The services provided by the Center will have research as a significant outcome. Application of this research will help provide the foundation for program innovation within the School and will help to create new approaches to problem solving and skill development for institutions or individuals outside the School. Client populations will contract for the services of the School of Education and Human Development through the Center for Quality Practice.

Personnel:

The stated goals/objectives of the School of Education and Human Development suggest the need for faculty and staff who share an interest in, a commitment to, and the ability to provide quality services and educational experiences to a diverse client population. Delivery of these services and experiences requires the combined efforts of individuals possessing diverse professional and technical skills. Administrators, faculty, and research and administrative staff work in supportive relationships which require individuals who possess a high degree of personal and professional integrity, maturity, and expertise.

Because of the diversity of the programs and services provided by the School of Education and Human Development, teaching faculty may be appointed on the following bases: permanent full-time faculty, term full-time faculty, long term part-time faculty, or single term part-time faculty.

Teaching faculty must focus their attention and efforts, both individually and collectively on developing and implementing programs which are dynamic in nature, and on providing services to client groups through a variety of formats. In order to provide these programs and services, the staff members should possess the ability to work harmoniously with each other and with other individuals who contribute directly or indirectly to the accomplishment of the goals and objectives of the School of Education and Human Development. They must evidence good human relations skills and possess a tolerance for a certain amount of ambiguity inherent in programs and services so diverse in nature and scope. The teaching faculty contributes to the program through the utilization of the professional strengths of its various members which allows both the organization and the individuals to define these capabilities and to utilize them for the benefit of all concerned parties. Faculty members might be engaged in a variety

of activities, which could include instruction, advisement, research, consultation, program development, and others.

Administrators and administrative and research staff are an integral and significant part of the total staff of the School of Education and Human Development. As such they share a responsibility for accomplishing the stated goals and objectives of the School. These staff members must possess the same personal qualities required of the teaching faculty. Their professional skills are utilized to facilitate the work of the various services and functions within the School of Education and Human Development.

The School of Education and Human Development also utilizes other skilled individuals, such as graduate and research assistants, on a need basis. The selection of these individuals is consistent with the professional and personal qualifications of the other staff members.

Students:

The student population of the School of Education and Human Development includes individuals whose personal and professional goals are consistent with the stated purposes and mission of the School. These students include those who may be pursuing academic preparation for degree and/or certification purposes, as well as those individuals who are interested in acquiring new skills, broadening their intellectual horizons, or enhancing their professional competencies and development. These students are affiliated with the School in a variety of settings, which include traditional classroom or field-based experiences, as well as workshops, inservice education, institutes, and other types of instructional formats.

Selection of students for the various programs offered by the School of Education and Human Development is made on the bases of the students' intellectual abilities and personal attributes, a judgment as to their professional potential, as well as their ability to successfully contribute to and learn from the diverse programs or services of the School. The initial admission and subsequent retention of individual students or participants in the School's programs are the concern of the total staff of the School of Education and Human Development.

Retention of students in all programs is determined on the bases of their commitment, intellectual abilities, human relations skills, academic achievement, growth in professional practice, and potential for contributing to their professional area of expertise as a result of their experiences and learning.

Students have the responsibility to be actively involved in their academic and professional pursuits. They should be expected to take part in program development, to participate in the evaluation process, and to provide insights into ongoing program innovations.

Approved: Faculty of School of Education and
Human Development
October 15, 1980
November 11, 1980

Passed

School of Education and Human
Development 25 February 1981

SCHOOL OF EDUCATION AND HUMAN DEVELOPMENT

Faculty By-Laws

ARTICLE I - NAME

The School of Education and Human Development shall be a professional school which exists as a separate entity within the total academic structure of Rollins College.

ARTICLE II - FACULTY

Section 1 - Responsibilities

- A. The faculty shall be responsible for providing instruction in the various programs of the School.
- B. The faculty shall serve as members of committees established by the School.
- C. The faculty shall promote and be engaged in research activities.
- D. The faculty shall be engaged in professional service to the community outside the School.
- E. The faculty shall be accountable to the tasks of their instructional teams or clusters.
- F. The faculty shall be responsible for initiating and approving all new degrees and/or degree programs with the confirmation of the Dean.

Section 2 - Appointment to the Faculty

Appointment to the faculty shall result from a collaborative process involving the faculty of the School of Education and Human Development and the Dean of the School of Education and Human Development.

- A. The Cluster members shall be responsible for proposing the need for, conducting the search for, and submitting a pool of candidates for a faculty position.
- B. The faculty of the School of Education and Human Development shall review those candidates and transmit to the Dean their recommendations for appointment.

Article II, Section 2 - Con't

C. The Dean shall confirm all candidates for faculty positions in the School of Education and Human Development.

D. The Dean forwards to the Provost for faculty appointment those candidates who have been recommended by the faculty and confirmed by the Dean.

Section 3 - Faculty Appointments

Teaching faculty shall be appointed to the School of Education and Human Development on the following bases:

A. Permanent full-time faculty - possessing academic rank and filling a tenure track position, may serve on any committees and vote on all matters requiring a faculty vote.

B. Term full-time faculty - may possess academic rank; appointed for a specified period of time, with the possibility of becoming a permanent full-time faculty member; may serve on committees and vote on matters requiring a faculty vote excluding the promotion and/or tenure of permanent full-time faculty.

C. Long term part-time faculty - no faculty rank; regularly appointed as member of teaching faculty on need basis; may serve on some committees; may not vote on matters of School policy, faculty appointment, promotion or tenure.

D. Single term part-time faculty - no faculty rank; appointed to teaching faculty on need basis; may serve on some committees; may not vote on matters of School policy, faculty appointment, promotion or tenure.

Section 4 - Evaluation

A. The faculty members of each cluster will assume responsibility for originating the evaluation procedure for the members of that cluster.

B. In order to establish uniformity, specific criteria for faculty evaluations will be developed in the separate clusters and submitted to the full faculty of the School for approval.

C. Permanent faculty - Evaluation for reappointment, tenure, and promotion will be based on the following criteria:

Article II, Section 4 - Con't.

1. Teaching effectiveness
2. Advising
3. Professional advancement and recognition
4. Research, writing, publication, and securing grants
5. Professional activities outside the school.
6. Personal and professional adjustment to the overall goals of the School.
7. Program Development
8. Committee work

D. Term faculty - Faculty members on term appointments will be evaluated by the members of the clusters to which they are assigned. These evaluations will be based on successful performance of the duties outlined in their contract of employment.

ARTICLE III - CLUSTERS

Section 1 - Description

The clusters, or instructional teams, are composed of permanent and term faculty who are assigned on the basis of their professional expertise to any one of the following:

- A. Administration and Supervision
- B. Counseling
- C. Teaching and Adult Learning
- D. Center for Quality Practice

Section 2 - The Creation and Termination of Clusters

- A. New clusters may be proposed when faculty or Dean determine a need exists.
- B. All new clusters must be approved by the faculty of the School and the Dean.
- C. All clusters will be subject to review on a regular basis by the faculty and Dean of the School to determine their value to the School.
- D. A cluster may be terminated by action of the Dean with concurrence of the faculty.

Article III, Section 2 - Con't

E. If the need arises, permanent faculty will be reassigned to another appropriate cluster.

Section 3 - Responsibilities of Clusters to Students

- A. Establish criteria for admission to the program of the cluster.
- B. Recommend or reject students for admission to the cluster program.
- C. Advise students throughout their time in the program.
- D. Submit to the Dean a list of those students recommended for graduation from the cluster program.

Section 4 - Responsibilities of the Clusters to the Programs of the School

- A. The clusters shall plan and implement, with the approval of the Dean and the faculty of the School, all new programs.
- B. The clusters shall have the responsibility of implementing programs, assigned to the cluster, or faculty sponsored by the Cluster.
- C. The clusters shall insure ongoing evaluation of their programs.
- D. The clusters shall revise existing programs to meet future needs.
- E. The clusters shall have the responsibility of insuring that their programs meet the standards of appropriate accrediting agencies.

Section 5 - Responsibilities of Clusters to the School

- A. The members of the clusters shall assume the major responsibility for the teaching within their cluster program and programs of other clusters as needed.
- B. The clusters shall be responsible for submitting to the Dean recommendations for faculty positions.
- C. The clusters shall work in collaboration with the Dean and the faculty of the School to establish and implement policy.
- D. The clusters may establish committees to address school needs.
- E. The clusters shall be responsible for providing professional services to client groups outside the School.

Article III, Section 5 - Con't

F. The clusters have the responsibility for presenting priority needs for the budget to the Dean.

G. The clusters shall be responsible for submitting to the Dean a year-end progress report.

Section 6 - Center for the Improvement of Quality Practice

A. It will be the responsibility of the Center to function as the research arm of the School.

B. The Center will coordinate action research, field-based evaluations, and curriculum improvement contracts with school and human service agencies at the local, county, state, and federal levels.

C. Individuals may be appointed to the Center, as well as to the faculty of the School.

1. Appointments to the Center shall require appropriate research, evaluation, and curriculum development credentials.
2. Appointments to the Center shall be for a limited term and shall not accrue tenure.

The director of the Center shall be appointed by the Dean and shall always be a project director of one of the major contracts of the Center.

ARTICLE IV - ADMINISTRATION

Section 1 - Status and Appointment of the Dean

A. The Dean shall be a senior permanent member of the faculty of the School of Education and Human Development.

B. A person to hold the office of Dean shall be appointed by the President upon recommendation by the Provost and the affirmative vote of the faculty of the School of Education and Human Development.

C. The recommended appointment shall be for a renewable five-year term.

Article IV, Section 2 - Con't.

Section 2 - Responsibilities of the Dean

- A. The Dean shall be responsible for overseeing, approving, and evaluating all programs and courses in education and human development offered by Rollins College.
- B. The Dean shall be responsible for the preparation and management of the budget for the School and its affiliated or assigned activities, including grants and contracts.
- C. The Dean, with concurrence of the faculty, shall be responsible for the appointment, renewal, and termination of all faculty of the School.
- D. The Dean shall be responsible for the recommendation for rank, promotion, and tenure for all faculty with concurrence by the faculty.
- E. The Dean shall be ultimately responsible for the admission, advisement, and termination of all students to programs in education and human development.
- F. The Dean shall be responsible for the preparation of an annual report of the School of Education and Human Development.
- G. The Dean shall be responsible for the acquisition of resources and facilities to support the programs of the School.
- H. The Dean shall be responsible for the maintenance of appropriate professional accreditations for programs.

Section 3 - Evaluation of the Dean

- A. The permanent faculty members of the School shall evaluate the Dean in terms of his/her performance of these responsibilities every three to five years.
- B. The results of the faculty evaluation of the Dean shall be forwarded to the Provost and will be a major factor in the process of the reappointment of the Dean.

ARTICLE V - GOVERNANCE

Section 1 - Policy-Making

The key decision-making body of the School shall be the Dean and faculty meeting as a body. This group shall set policy and structure for the School.

Article V, Section 2, Con't.

Section 2

The Dean shall have the final approval on all policies affecting the School.

Section 3 - Advisory Councils for the Programs

- A. There shall be advisory groups for each of the various programs of the School.
- B. Membership of the advisory groups shall come from the following groups:
 - 1. the appropriate faculty
 - 2. the profession served by the program(s)
 - 3. the agencies served by the program(s)
 - 4. the students in the program(s)
 - 5. alumni of the program(s)
- C. Appointment to the advisory group is made by the Dean based upon recommendations from the program clusters.
- D. Each advisory group is responsible for preparing an annual report to include a description of the group's evaluation process and recommendations for each of the programs.

Section 4 - Advisory Councils for the School of Education and Human Development

- A. This advisory group shall be designated as the Visiting Committee of the College.
- B. Membership of the Visiting Committee shall include:
 - 1. a member of the Board of Trustees of Rollins College
 - 2. a community representative
 - 3. an elected faculty representative
 - 4. a student representative
 - 5. a Superintendent of Schools
 - 6. a human services agency representative
 - 7. an alumnus
 - 8. representatives from the professions served by the programs of the School.
- C. This group shall meet at least twice each year.
- D. The Committee shall prepare a report for the Provost on the scope and quality of the programs at least every three years.

Article VI, Section 1 - Con't

ARTICLE VI - COMMITTEES

Section 1

Temporary or special committees may be authorized by the Dean and/or faculty to function for a specified period of time to facilitate the formation of policy and/or procedures for the School or program clusters.

Section 2

These committees may be dissolved only at the discretion of the authorizing body.

ARTICLE VII - MEETINGS

Section 1 - Faculty as Body

The faculty as a body shall meet at least once each term.

Section 2 - Clusters

The clusters shall meet as necessary or as determined by number need.

ARTICLE VIII - APPEAL MECHANISMS

Section 1

There shall be a process of appeal for any decision affecting students, faculty, or Dean.

Section 2 - Students

Appeal of decisions affecting students made by the School shall begin with the Dean of the School, and if necessary, proceed to the Provost of the College.

Section 3 - Faculty

Appeal of decisions affecting faculty made by the School, shall begin with the Dean of the School, and if necessary, may proceed to the full faculty of the School and/or the Provost of the College.

Section 4 - Dean

Appeal of decisions affecting the Dean, made by the School, may begin with the faculty of the School or proceed directly to the Provost of the College for resolution.

Article VIII, Section 5 - Con't

Section 5

In non-academic matters the appeal process may be extended to include the President of the College and the Board of Trustees.

Add article on process for amendment

Approved by the faculty of the
School of Education and
Human Development
September 15, 1981

ROLLINS COLLEGE

School of Education and Human Development

STATEMENT OF POLICY ON FACULTY EVALUATION FOR REAPPOINTMENT
PROMOTION, AND GRANTING OF TENURE

The criteria below apply to permanent full-time graduate faculty reappointment, promotion, and the granting of tenure. These criteria are to be used as guidelines to evaluate a faculty member's work and professional contribution consistent with the goals of the School of Education and Human Development and Rollins College.

Definitions of Criteria

1. Teaching.

An effective teacher will demonstrate the ability:

- a. to organize, articulate, and clarify knowledge and/or skills for professional practice;
- b. to stimulate student intellectual curiosity and encourage independent inquiry to advance the profession;
- c. to prepare and continually work to improve courses which meet student needs and professional standards;
- d. to evaluate learning constructively.

2. Advising.

An effective advisor will demonstrate the ability:

- a. to develop an academic plan of study that is consistent with the students' professional goals and the quality criteria of professional practice;

- b. to confer periodically with advisees to evaluate their progress in achieving their academic goals.

3. Professional Activities.

An effective faculty member will demonstrate professional development through:

- a. post-degree study and/or advanced studies;
- b. academic and non-academic consultative activities
- c. participation in professional seminars, institutes, clinics, or workshops;
- d. self-education by study, travel or other means;
- e. professional presentations to groups in public or private institutions;
- f. community activities, including volunteer service;
- g. participation and leadership in professional organizations;
- h. academic and non-academic recognitions and honors.

4. Research, Writing, and Publication.

An effective faculty member will demonstrate the ability to:

- a. conduct research which is published in appropriate professional refereed journals;
- b. prepare manuscripts which are published in newspapers, other professional journals, or books;
- c. present scholarly papers at meetings of professional societies;
- d. develop and write grant proposals which are subsequently funded;
- e. do systematic research using academically and professionally accepted methodologies.

5. Personal and Professional Adjustment to the Overall Goals of the School.

An effective faculty member will demonstrate professionalism by:

- a. developing and maintaining effective interpersonal relationships with colleagues to foster a constructive working climate conducive to achieving the goals of the school;
- b. demonstrating a loyalty and willingness to further the development of the programs of the School.

6. Program Development.

An effective faculty member will actively participate:

- a. in the planning, implementation and periodic review of professional programs and projects which contribute directly to the benefit of his/her cluster and the School;
- b. in the recording and reporting of effective professional practice and research.

7. Committee Work.

The effective committee member will demonstrate the ability:

- a. to contribute to the accomplishment of the assigned task of the committee;
- b. to assume leadership roles within the committee either as a member or as chairperson;
- c. (if elected chairperson) to assume the responsibility for completion of the committee's task;
- d. to analyze and evaluate the performance of peers when serving on faculty evaluation committees.

Reappointment, Promotion, and Tenure Procedures

I. Candidate's Responsibilities

- A. Candidates for promotion or tenure have the responsibility for initiating that process by notifying the Dean of the School.
- B. Candidates for reappointment, promotion or tenure have the responsibility for providing documentation of effectiveness based on the criteria listed in this document and submitting such to the chairperson of his/her committee.

II. Committee Structure

- A. The committee shall consist of five members: four voting faculty members and a non-voting chairperson.
- B. The chairperson shall normally be the Dean of the School of Education and Human Development. A candidate may request that either the Provost of the College or the Dean of the Faculty serve as chairperson.
- C. The voting membership of the committee shall consist of:
 - 1. One full-time tenured faculty member elected from and by each of the three clusters (administration, teaching and learning, counseling) to serve for a one-year term. If any cluster has no tenured member, the cluster may elect a non-tenured member.
 - 2. One member of the tenured Rollins faculty who is not a member of the faculty of the School. This member will be appointed by the Provost of the College from a list of five (5) nominees recommended by the permanent, full-time faculty and the Dean of the School. This member will serve a one-year term.

III. Committee Member's Responsibilities

A. The Chairperson shall be responsible for:

1. notifying the candidate and committee members of the candidate and committee members of the scheduled meeting times;
2. notifying the candidate of deadlines for submitting documentation of effectiveness;
3. meeting with the candidate to discuss documentation and procedures;
4. distributing the documentation to the committee members and maintaining the confidentiality of the file;
5. chairing all meetings of the evaluation committee and assuring that due process is observed;
6. assuring that the statement of the vote and rationale of the committee, including minority reports when needed, is formulated and distributed to the Dean of the School and the candidate.

B. The members of the committee shall be responsible for:

1. reviewing the documentation submitted by the candidate,
2. participating in all meetings of the committee,
3. indicating their decision by registering his or her vote,
4. assisting in writing the committee and/or minority reports.

IV. Procedures of the Committee

- A. The evaluation committee shall meet to determine the candidate's fitness for reappointment, promotion or tenure based on the criteria stated in this document.
- B. The voting members shall vote to approve or not approve the candidate's reappointment, promotion and/or tenure. A majority vote is required for approval. All committee members must be present when a vote is taken.
- C. The voting members shall prepare a written statement of the vote and rationale of the committee, including minority reports when needed. This will constitute the official committee recommendation, copies of which will be transmitted to the Dean of the School and to the candidate.
- D. Following the distribution of the committee report, the chairperson shall call a meeting of the committee if so requested by the candidate or the Dean.
- E. The committee recommendation shall be transmitted to the Dean who will assure its timely transmittal to the Provost.
- F. The time schedule of the committee requires that:
 - 1. documentation from the candidate be submitted by September 15;
 - 2. the recommendation of the committee shall be transmitted by December 15.

V. Reappointment, Promotion and Tenure Policies

- A. Reappointment of all probationary faculty shall be based on the individual's having provided satisfactory documentation of effectiveness to the appropriate evaluation committee; the committee should be convinced of the continued need in the School and its programs for the individual's service, should anticipate the continued effective performance of that service, and should have a reasonable expectation that the equivalent or better performance will continue, consistent with professional growth and academic responsibility.
- B. Term faculty - evaluation of faculty members on term appointments will be based on the specific duties outlined in their contract of employment. No reappointment may be made without a written evaluation of performance.
- C. Criteria for recommendation for tenure and promotion of faculty members outside of the established procedures of the School of Education and Human Development requires the concurrence of a majority of the tenured faculty of the School of Education and Human Development.
- D. Candidates for associate professor will have earned an Ed.D. or Ph.D. degree; will have at least four years full-time teaching experience at a university or four-year college, two of which must be in the School of Education and Human Development; and will have demonstrated effectiveness in all criteria for the granting of reappointment, promotion and tenure.

- E. Candidates for full professor will have earned an Ed.D. or Ph.D. degree; will have at least seven years full-time teaching experience at a university or four-year college, five of which must be in the School of Education and Human Development, and will have demonstrated effectiveness in all criteria for the granting of reappointment, promotion and tenure, with increased emphasis in research and publication.
- F. Eligibility for tenure will be limited to faculty members with rank of associate professor or above and shall be granted only after a minimum of five (5) years of full-time teaching experience at the Assistant Professor level or above, four (4) years of which must be at Rollins College.
- G. Failure to receive tenure by the end of the seventh (7th) contract year at Rollins College will result in the termination of employment at Rollins College.
- H. A faculty member may defer consideration for promotion by submitting a statement of intent to the Dean independent of length of service at Rollins College or previous to Rollins College experience.
- I. A faculty member may defer consideration for tenure to a maximum of seven years of service at Rollins College. In those situations where a candidate has taught elsewhere previously and been granted credit for such service, a faculty member may choose to count or not count such service. Upon applying for tenure a candidate should

indicate years of service. Those candidates opting not to count service at another institution should inform the Dean of his or her intent to defer consideration each year they are eligible.

- J. In order to insure continued high levels of professional performance, tenured faculty will be evaluated at five year intervals.
- K. Dismissal of a tenured faculty member may be recommended by the evaluating committee utilizing criteria delineated in the College By Laws.

CALENDAR

Probationary Due Dates

Feb. 1 for 1st reapp.

Nov. 15 for 2nd reapp.

June 1 of preceeding year on 3rd and subsequent reappts.

Tenured Promotion Due Date

Promotion June 1

draft report and recomm. submitted to candidate

2 weeks before due dates

Notification Dates

Reappoint - Mar 1 of any probationary year

Non-reappt. - Mar 1 of 1st prob. year

Dec 15 of 2nd prob. year

Sept 1 of 3rd prob. year and subsequent year

Tenure

Sept. 1 of final probationary year

1981

ROY E. CRUMMER GRADUATE SCHOOL OF BUSINESS

STRUCTURE, GOVERNANCE, AND POLICIES

EDUCATIONAL PURPOSE AND PHILOSOPHY

Statement of Purpose

The Roy E. Crummer Graduate School of Business is one of few collegiate schools of business to devote its efforts solely to graduate education. The faculty and administration believe that the best education for management consists of a broad-based undergraduate program in the arts, sciences, or engineering coupled with a full two-year MBA program. It is on the undergraduate level that students should learn the fundamentals which give them the abilities to communicate and make ethical judgments, and it is the graduate level at which they should study the many aspects involved in making decisions concerning the management of an organization.

The Crummer School requires the student to do much more than memorize technical material. In each of the functional areas of management (accounting, economics, behavior, finance, marketing, and quantitative methods) it is expected that the student will be able to use the knowledge for decision making and problem solving. In core courses that introduce the subjects, the textbook is meant to be a resource that should be used much as one would use an encyclopedia for reference. Thus, the learning of textual material is not the goal of the course, it is only an intermediate step. The goal is to apply that portion of the material which is appropriate for the particular problem being solved. It is important to note that we are not trying to substitute practicality for academic theory. Rather, we are trying to supplement the theory with the ability to implement it.

Like many good schools and many professional managers, we are concerned about the ability of our graduates to communicate both orally and in writing. We do not believe, however, that a graduate program is the proper place for remedial work. For that reason,

we seek students who already possess the basic ability and feel that it is our responsibility to further develop these abilities. Thus, where appropriate, many of our courses have a component that requires both oral and written presentation. Again, we feel that it is not only important for a manager to have knowledge, but equally important for him to be able to communicate that knowledge.

In designing our total curriculum as well as individual courses, and in selecting our faculty and students, we are conscious of achieving these objectives.

Constituency

The Crummer Graduate School recognizes two constituencies for its programs. The full-time MBA program should have a national reputation and should draw on this reputation for faculty and students. The School also has a responsibility to its local constituency, those who comprise the student body for the part-time MBA program. Other Crummer activities, such as: Executive Programs, Seminars and Conferences, Management Services, etc., draw from and serve both national and local audiences.

Nature of Institution

It is not the Crummer School intention to ever have a doctoral program. Doctoral program's are best left to the larger private and public universities. Therefore, we believe it is not appropriate for us to envision ourselves as a research institution. Instead, our commitment is to teach the practice of management at the MBA level.

While we do not intend the program to be research oriented, we do expect the faculty to publish. We not only expect faculty to regularly publish in the appropriate refereed journals, but also to put special emphasis on the publication of textbooks. This emphasis assumes that the same relationship exists between writing books and teaching implementation as is generally recognized to exist between doing research and teaching theory.

PROGRAMS AND SERVICES

MBA Programs

Market

The full-time MBA program is designed with the goal of becoming one of the nation's prestigious MBA programs. Students can be drawn directly from undergraduate schools or from full-time employment; the School will focus its marketing efforts on liberal arts undergraduates because of the nature of the Rollins College institution, and because of the Crummer educational philosophy.

The part-time MBA program will be marketed throughout the Orlando metropolitan area. Through close contact with corporate executives, recruitment efforts will emphasize a high quality program of private education featuring close student contact, and outstanding faculty.

Fields of Specialization

After completing the required core courses, MBA students may focus on a field of specialization. These specialized fields may correspond to academic disciplines such as Finance or Marketing, or they may be based upon the industry in which the knowledge is applied. Such fields may include Public Administration, Arts Administration, Agribusiness Management, and others.

Executive Programs

The School may wish to provide programs to executives on a basis other than full-time day or part-time evening. These Executive Programs should be formalized and could include:

1. An Executive MBA Program to be offered on weekends or extended week ends. After completing a specified course of study on an intensive basis, students would be granted the MBA degree.
2. Non-credit Programs to be offered in response to specific requests by individual firms or groups of firms. These programs would fulfill the need for training in specific disciplines or functional areas, but would not count toward academic credit.
3. Certificate Programs may be offered to recognized professional associations.

Seminars, Conferences, and Special Programs

An integral portion of the School's programs should be a formalized series of seminars and conferences. Such special programs bring exposure and prestige to the School beyond the scope of the MBA program.

Management Services

An important ancillary part of the academic programs is the offering of Management Services. Consulting and non-credit teaching benefits the School by enhancing its local and national reputations and benefits individual faculty by affording them opportunities to interact with practicing managers. It is anticipated that the School will be remunerated for these services and that faculty will receive extra compensation at a competitive rate.

The School should formalize this service by establishing a center for Management Services. The center would seek consulting opportunities, make appropriate assignments, monitor progress of the service, and follow up once the service is completed.

Placement and Alumni Relations Services

The test of an MBA program is the success of its graduates. Prospective students consider placement after graduation an important criterion in selecting an MBA program. Because of these factors, it is imperative that the School develop a formal service of Placement and Alumni Relations.

The Placement Service should invite recruiters to visit the campus, gather information on job possibilities with firms who do not recruit, and assist students in preparing for the interview process. The Placement Service then becomes a network for the Alumni Relations Service as graduates move into positions of increased responsibility. Alumni become not only a source of financial support, but also a source of job referrals through the Placement Service and a resource for the School's ancillary programs.

FACULTY EVALUATION AND DEVELOPMENT

Purpose

The faculty evaluation process should serve two functions: first, evaluation is a means of monitoring individual performance for allocating the merit portion of salary increases, promotion, and tenure; and second, evaluation is a feedback process which provides a faculty member with an incentive and method for improvement.

Process

The Crummer faculty evaluation process can be characterized as "Management by Objectives: Results and Rewards." The basis of the process is an annual written agreement between the faculty member and the dean stating mutually agreed upon objectives and rewards over a five-year period. Although each faculty member is expected to be active in all professional areas, particular areas may receive more attention in the objective/reward process.

The School will establish a committee of faculty to serve as an appeals board. In the case of a discrepancy, the committee will make a recommendation to the Academic Vice President. The Committee will be made up of three faculty, serving three-year rotating terms.

Criteria

Four categories of criteria shall serve as the basis for evaluation and reward. Each faculty member should, if possible, be active in each of the four areas, although individual faculty may wish to emphasize certain areas. The categories are:

- 1) TEACHING. Evaluation of teaching performance should include student evaluations, use of appropriate teaching innovative methods, use of state-of-the-art techniques.
- 2) PROFESSIONAL SERVICE. Evaluation of professional service should include publications in journals, publications of textbooks, presentations at conferences, and holding official positions in professional associations.
- 3) COMMUNITY SERVICE. Evaluation of community service should include consulting services offered through the School, seminars and conferences sponsored by the School, and holding positions of responsibility in the community which are agreed to be important to the School.
- 4) COLLEGE SERVICE. Evaluation of college service should include service on committees, chairing committees, and performing special services.

Standards

INSTRUCTOR: The entering position at Crummer should be instructor; any faculty member who does not hold a doctorate or equivalent degree should enter at this rank unless he is so distinguished in the field that his reputation is without question.

ASSISTANT PROFESSOR: Qualifications for assistant professor should be the Ph.D. or equivalent degree.

ASSOCIATE PROFESSOR: Qualification for associate professor should be those of assistant professor plus a minimum of four (4) years full-time teaching in a senior institution at the assistant professor level, of which at least two (2) years have been at Rollins, plus evidence of satisfactory progress in the criteria listed under "Criteria".

PROFESSOR: Qualification for professor should be those of associate professor, plus at least five (5) years full time experience in a senior institution at the rank of associate professor, plus evidence of exceptional performance in the criteria listed under "criteria.". The rank of professor should be bestowed only on those individuals with an established reputation of scholarly excellence as evidenced through a continuing record of publication and who are expected to maintain that reputation in the future.

TENURE: Only under rare circumstances should an individual receive tenure with an initial appointment at Rollins. Individuals who were tenured at their previous institution may enter Rollins under a contract of a prescribed number of years, after which they may be eligible for tenure. Qualifications for tenure should be those of appointment to Associate Professor or Professor rank. The evaluation for tenure will usually be made during the fifth year of teaching in the Crummer School. For those who held tenure at another institution before coming to Rollins, the decision may be made no sooner than the second year.

Faculty Development

As a means of achieving the goal of scholarly activity and encouraging faculty improvement, the Crummer School promotes faculty development activities including:

1. Attendance at professional associations. To the extent warranted by budget constraints, the School should attempt to send each faculty member to at least one professional meeting per year. Per diem and travel allowance should be sufficient to cover the complete cost of the trip. Additional trips may be funded totally or partially. Criteria to be considered in the decision to fund a trip should include presentation of a paper, chairing a session, officer of the association, teaching development, or faculty recruitment.

2. Leave of absence and sabbatical. Faculty members who have attained tenure, hold the rank of at least assistant professor and have five years of teaching service at Rollins may apply for paid or unpaid leaves of absence. Each faculty member requesting a paid leave of absence should present a proposal to the Dean outlining the research or study to be completed during the period of absence. Approval should be based on the merits of the proposal and the ability to staff the position in the absence of the faculty member.

Faculty members requesting unpaid leaves of absence should present a proposal to the Dean outlining the research or study to be completed. Approval should be based on the merits of the proposal, the ability to staff the position, and the number of previous leaves of absence by that faculty member.

Duration of leave and compensation during that period will be consistent with the policy of the College.

3. Research Grants. Faculty are encouraged to apply for research funding from external sources such as the federal or state governments, and from internal sources such as the Rollins Research Grant Fund and the Crummer Research Fund. Proposals to external sources are subject to the guidelines of those agencies and the procedures of Rollins College. Proposals to internal sources should include:

4. Course load reduction. A faculty member may request a reduction in teaching load of up to one course per semester. The request must be accompanied by a proposal outlining the nature of the research project, book outline, or course development. Approval of the reduction will depend upon the merit of the proposal and the ability to staff the necessary courses.

Administration Evaluation

Responsibility for the performance of each administrative officer rests with that officer's superior. Responsibility for the performance of the Dean of Crummer rests with the Academic Vice President. Faculty members should have direct, written and confidential input into the evaluation of each administrative officer. This input should be requested by the appropriate superior at least one month before the regular evaluation of each officer. Administrative officers of the School include all assistant deans, associate deans, and directors.

ACADEMIC POLICIES

Admission

Admission policies are determined by the faculty of the School. The policies are administered by the Dean or his designated representative and the Director of Admissions. Information on admissions should be disseminated to current and prospective students through the "MBA Catalog" and "General Information and Course Descriptions".

Admission to the MBA program is selective and based upon academic potential as demonstrated by undergraduate work completed at a regionally accredited college or university, performance on the Graduate Management Admission Test (GMAT), and related pertinent experience. Foreign students are encouraged to apply for admission; in addition to the credentials listed above, they must furnish scores on Test of English As a Foreign Language (TOEFL).

Teaching Load

The normal teaching load per academic year is six courses. Upon approval of the dean the normal teaching load may be reduced for scholarly or administrative activity. Directed or independent studies are offered through a single course assigned as part of the normal course load for one instructor.

Summer teaching for extra compensation will be made available on the basis of need and availability. Regular faculty should have equal access to teaching in the summer and should receive priority over part-time or adjunct faculty. In general, if the appropriate courses are needed, a faculty member should not be allowed to teach a second course while a colleague who desires to teach does not have a single course.

Curriculum

The curriculum is determined by the faculty of the School. Information on the curriculum should be disseminated to current and prospective students through the "MBA Catalog" and "General Information and Course Descriptions". The curriculum should attempt to achieve the goals contained in the Statement on Educational Philosophy.

Student Course Load

Course loads for full-time and part-time students are determined by the faculty of the School. A part-time student is defined as anyone who has a permanent full-time job.

All overloads must be approved in writing by the Dean.

The faculty of the School also determine transfer policy, requirements for continuous matriculation, the time limit for completion of requirements for the degree, and requirements for graduation.

Registration and Withdrawal

Any change in registration must be made by the student in the first week of the term. Approval of changes later in the term can be granted by the Dean only to meet circumstances beyond the control of the student.

After the registration period, students not attending a class will receive a grade of F except under one of the following conditions:

- The student confers with the faculty member and both agree that work will be completed in the following semester; the student is granted an Incomplete (I) for the current course.
- The student is unable to attend the class and the instructor has no basis for evaluation of the student's work; the student is granted a Nonattendance (X) for the current course.

Grading System

The purposes of the grading system are to inform the student of his accomplishment in work effort and to inform the School and potential employer of the skill levels attained by the student in each of the academic disciplines. Grades are reported as follows:

- A - indicates consistently excellent work.
 - B - indicates work of the quality normally expected of a graduate student.
 - C - indicates work that is below the quality normally expected of a graduate student.
 - F - indicates work that is unacceptable in graduate study.
 - I - Incomplete: granted for a course when the student and instructor have agreed to complete course requirements in the following semester. An Incomplete must be removed by midterm of the following semester or it automatically is converted to an F.
 - W - Withdrawal: granted for a course when the student formally withdraws during the appropriate time period.
 - X - Nonattendance: granted for a course when the student has not formally withdrawn during the registration period but the instructor has no basis for evaluating the student's work.
 - N - Audit: granted for a course when the student desires to fulfill the course requirements but does not desire a grade on his transcript.
- Cr, NCR - Credit, No Credit Received: granted only for specifically designated courses.

Probation and Dismissal

Degree candidates are required to complete all course requirements with a minimum cumulative grade point average of 3.0. Any student whose average drops below 3.0 will be placed on academic probation. If the average drops below 2.5 the student is automatically terminated.

Appeals By Student

Students may petition the Committee on Academic Standards to request an exception to an academic regulation by obtaining an official form from the Office of the Dean.

Student Governance

Students are expected to abide by rules common to all Rollins students as established by the Board of Trustees in the "Bill of Students' Rights, Responsibilities and Conduct". Within the Crummer School, student governance is determined by the MBA Association. The President of the MBA Association can attend all faculty meetings but has no vote.

All academic program policies will be listed in the current course description catalog.

Awards

STUDENT POLICIES

Financial Aid

All students applying for financial aid must complete the Graduate and Professional School Financial Aid Service (GAPSFAS) statement as early as possible. Financial aid may take the form of student loans, scholarships or graduate assistantships; scholarships and graduate assistantships are awarded on the basis of merit.

Graduate assistants must fulfill the dual role of student and employee of the College. Each student is expected to work ten (10) hours each week during the regular 9-5, Monday-Friday period; responsibilities are defined in a job description submitted by the Dean or faculty member.

Discipline

The conditions for academic discipline are established in the section "Probation and Dismissal". Students may also be placed on probation for malicious misuse of Rollins property, classroom misconduct, drug abuse, or other conduct detrimental to the Crummer School or Rollins College. Upon finding by the Disciplinary Committee consisting of two faculty members and a student, the student may be placed on probation. Repeat offenders will be dismissed.

Academic dishonesty is a discredit to the student as an individual and to the School and College. A student accused of academic dishonesty shall confer with the Disciplinary Committee. This Committee shall determine the extent of dishonesty and suggest a course of consequent action. Possible courses of action include:

- Absolving the student of the charge of academic dishonesty.
- Academic probation.
- One semester probation from School.
- Dismissal.